

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



INLAND STEEL'S CLARENCE RANDALL: "The battle now is to maintain production, and industry needs lower costs, not higher." (Photo by Koehne.)



OCTOBER 1949

FIFTY CENTS



DISSTON METAL-CUTTING BAND SAWS—Extra-well liked! For these fast-cutting, long-lasting saws are extra-easy to handle on the Disston Safety Reel.



DISSTON HACK SAW BLADES—For stainless steel—chrome-nickel steel—and for alloys that defy the average blade, give your men Disston High Speed Steel Blades.

For tool and machine steels, cast iron, tubing and general production—for severe strains and uses—specify Disston Di-Mol Steel Blades.



DISSTON BITE-RITE FILES—In double cut files the staggered teeth speed the work—improve it—stretch file life. Your men report, "Energy saved."

Our own Foremen have told us

Our own Disston foremen have drilled one big thing into our minds. It is this: the men at the machines require the best tools known, to produce Disston Metal Cutting Band Saws, Disston Hack Saw Blades, Disston Files, and other high quality Disston products.

The same thing goes for any foreman—any product.

It takes pridesworthy tools to fire up a man's pride in craftsmanship—to encourage all the crew to apply its skill to the limit—to meet highest standards and stiffest schedules.

Foremen are 100% right, wanting the best tools that can be bought. That means they want Disston tools.

Order from your Disston Distributor, or write direct for further particulars.

HENRY DISSTON & SONS, INC.

1014 Tacony, Philadelphia 35, Pa., U. S. A.
In Canada, write: 2-20 Fraser Ave., Toronto 3, Ont.

WHEN YOU BUY A DISSTON PRODUCT YOU



DISSTON METAL-CUTTING CIRCULAR SAWS—Many types . . . solid and inserted tooth . . . to meet the job requirements. Also Carbide fitted saws. Better, bigger output and longer life cut costs.





Irwin Lamp, Editor
Paul E. Sterner, Consulting Art Editor
William Levy, Ph.D., Educational Editor
R. F. Monsalvaige, Jr., Editorial Assistant
Eldon Frye, Cartoonist
Jean Adams, Director Adv. Production and Subscriber Relations

ASSOCIATE EDITORS—J. E. Bathurst, Ph.D., Dayton; Hans Bruhn, Louisville; Joseph E. Cox, Dayton; T. A. McCann, Emporium, Pa.; B. W. Messer, Burbank, Calif.; Walter O'Bannon, Jr., Tulsa; John C. Wood, Kalamazoo, Mich.

BUREAU EDITORS—Midwest: C. C. Akridge, 11 S. La Salle St., Rm. 1232, Chicago 3 —Andover 3-6225; West: Roy Bell, 725 Spring St., Rm. 200, Los Angeles—Tucker 4727.

ADVERTISING—N. Y. & New England: C. R. Larson, 114 Liberty St., N. Y.; Midwest: L. F. McClure, 814 N. Tower St., Chicago—Superior 7-1585; Middle Atlantic: C. S. Slick, 2038 Spruce St., Philadelphia.

Cover

At the "top of the news" has been testimony of Clarence Randall, president of NAF-minded Inland Steel (their management club dates from July '47), before the presidential Steel Board. The management man who misses what he said is seriously "uninformed" (Read it in this issue). We congratulate Inland men upon the generalship of their Company president. One of the newer steel heads (president since April, 1949) Clarence Belden Randall was born at Newark Valley, N. Y. 1891; student Wyoming Sem., Kingston, Pa., 1906-08; A.B., Harvard (1912), LL.B. (1915); honorary degrees Michigan Mining and Technology (1947), Northeastern Univ. (1948). Practiced law Ishpeming, Mich., 1915-25; Inland as assistant v.p. 1925-30; v.p. 1930-48; president since April, 1949; director since 1935. Captain of Infantry 1917-19. Trustee Univ. of Chicago since 1936; Wellesley College 1946-49; Harvard Bd. of Overseers since 1947. NAM v.p., "Conference Board," steel consultant ECA, Paris summer of '48. Mr. Randall is leader in many other community endeavors, clubs, societies and is author of "Civil Liberties and Industrial Conflict" (with R. N. Baldwin) 1938. Resides in Winnetka, Ill.; m. Emily Fitch Phelps 1917; two children.

Vol. II, No. 2

MANAGE

OCTOBER, 1949

Presents:

Collective Bargaining . . . For Management Only? the Randall statement	7
Spicer Industrial Supervision Institute	8
Turnover Costs . . . A Case Study by M. J. Alway	9
Is There A Talgo In Casey Jones' Future?	10
How To Make America A Second-Rate Nation by Clark & Rimanoczy	12
Lead Us Gently Through Progressive Education by Neil W. Lamb	13
Life and Character by Emil E. Storkan	14
Job Methods Analysis . . . A Forgotten Tool? by Wm. De Haven	16
Washington	4
Editorials	20
Rickenbacker	19
Answer Please	21
Developing Managers	21
Management News	24
Calendar	23



Dooley



Hill



Mowery



Clark



Williams



Rickenbacker

CONTRIBUTING EDITORS — COLUMNISTS

Fred G. Clark, general chairman, American Economic Foundation, New York; Channing R. Dooley, president and director, Training Within Industry Foundation, Summit, N. J.; L. Clayton Hill, professor of industrial relations, School of B.A., University of Michigan; Harry P. Jeffrey, legal counsel, National Association of Foremen, Dayton; W. J. Mowery, foreman, Columbus Auto Parts Co., Columbus; Captain Eddie Rickenbacker, president, Eastern Air Lines; Richard S. Rimanoczy, educational director, American Economic Foundation, New York; Whiting Williams, counsel employee and public relations, Cleveland.



Rimanoczy



Jeffrey

MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN—B. A. Hodapp, president—for which it serves as the only official publication. Entered as second-class matter September 2, 1948 at the post office at Columbus, Ohio under the Act of March 3, 1879. Printed in the U.S.A. Publication office 364-386 S. Fourth St., Columbus 15, Ohio. Editorial and executive offices: 321 W. First St., Dayton 2, Ohio. Copyright 1949 by The National Association of Foremen.

Subscription rates: Annual U.S. \$4.00; foreign \$6.00; single copy 50c except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U.S.) in lots of 100 to 5000: \$3.50; 5000 and over: \$3.00.

CHANGE OF ADDRESS

MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

New Address

Name

Old Address



We Look At WASHINGTON



A RECENT decision of the United States Circuit Court of Appeals for the Sixth Circuit is a searching and far-reaching judicial review of the definition of a supervisor laid down in the National Labor Relations Act (Taft-Hartley Act).

This is the case of the Ohio Power Company versus the National Labor Relations Board. The petitioner is a public utility and operates a steam electric generating plant which generates electricity on the Ohio River at the small town of Brilliant, Ohio. This plant is known as the Tidd plant, and is probably as completely automatic a plant as exists in the industry today. Broadly speaking, the controls for operating the plant are concentrated in one room. A control operator handles the various operations from this small room, where he spends ninety-five per cent of his time, and one such control operator is on duty at all times.

The control operator is assisted by an assistant control operator and an auxiliary equipment operator. The control operator on duty at any given time directs the activity of his two assistants. So important is the work of this control operator, due to the very high degree of mechanization in this plant, that in an emergency he has the authority to requisition the assistance and direct the work of practically all of the other personnel.

The employees of this plant were unionized and the organizers insisted upon including in the bargaining unit the four control operators. The company refused to recognize or bargain with the union so long as the control operators were included in the bargaining unit, and thereupon the Board cited the company under the Act. In its subsequent appeal to the United States Circuit Court, the company contended that the bargaining unit was not an appropriate one because of the inclusion of these four control operators.

The Court rendered an unanimous decision in which it laid down two important principles in construing the definition of a supervisor in the Act. Both parties conceded that if these particular men were supervisors, they were covered by the phrase in the definition which reads "responsibility to direct them."

In its decision, the Board held that this phrase of the Act was not to be construed literally, but rather that a

specific qualified meaning was attached to this phrase, and that therefore it was necessary to examine the legislative history of the Act. By legislative history, the Board meant that it was necessary to review the discussion which took place on the floor of the Senate when this phrase was introduced and considered. The Board concluded that the control room operators in the instant case did not fall within the definition when that phrase was properly construed.

The Board also held that in considering the phrase "responsibility to di-

By

Harry P. Jeffrey

NAF

Legal Counsel



rect them," it was necessary to examine the frequency with which such authority was exercised, and that sporadic and infrequent exercise of supervisory authority is insufficient "to invest him with the supervisory cloak."

On appeal, the Court rejected both of these theories and reversed the order of the Board. The Court said in effect that the definition of a supervisor is couched in plain English and means exactly what it says. The Court said further that while in its judgment there was no necessity to examine so-called legislative history, that if such legislative history were examined, in its opinion nothing in the discussions on the floor of Congress indicated a legislative intent to give these words any special qualified meaning.

With respect to the second contention of the Board, the Court said that it is unimportant whether supervisory authority is exercised frequently or infrequently, and that the test is the existence or non-existence of the specific authority in a given employee.

The decision was handed down on July 25, 1949, and the Board has ninety days from that date within which to attempt to carry the case to the United States Supreme Court. At the time of the preparation of this article, no appeal has been taken, but of course it

is still too early to say whether the N.L.R.B. will attempt to have the decision passed upon by the highest judicial authority. Certainly the rules of construction laid down by the Circuit Court are very far-reaching, and if the decision stands the Board will be bound by them. They of necessity apply to any case where the question of the supervisory status of an employee is at issue.

The case has provoked considerable discussion. Some remarks have reached the writer from employers who feel that the decision may retard the rather widespread effort in industry to sharpen the line of demarcation between the production worker and the true supervisor.

We believe that a careful analysis of this decision and a close scrutiny of the principles which it lays down should not have any such weakening effect. The case demonstrates that there may be supervisors who do not have the power "to hire, transfer, suspend, lay off, recall, promote, discharge, assign or reward." It points out the importance of the phrase "responsibility to direct them (other employees)" and the fact that this phrase in the definition is important to the efficient management of at least some industries.

When analyzed in this fashion, we believe that the decision will strengthen the effort of enlightened management to more sharply distinguish its supervisors as management.

Part of the 29 million gross tons of purchased scrap that went into steel furnaces last year was a small contingent of war-time zinc-clad steel pennies. The U.S. mint made 1,093,838,670 of them to save tin and copper. Now the frowziest are being retired and melted down.

Deep-sea fishing for steel scrap is not without its surprise catches. In retrieving oil and gas pipes laid under the English Channel to supply Allied troops on the Continent, the British found the tubes to hold 75,000 gallons of high octane gas. Belgians who salvaged a long-submerged Liberty ship came up with 400 tons of mussels—and sold them to a Marseille restaurant.

WE'RE BACKING and BOOSTING

NAF

Lincoln Extension Institute, Inc.
1401 W. 75th St.,
CLEVELAND 2, OHIO

**"The School of the Factory
Executive"**

LOUIS S. VOSBURGH, President
**J. FRANCIS CARLE, M.A.,
Educational Director**

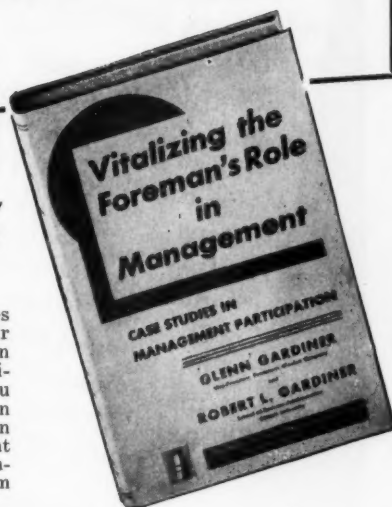
Write for free 48 page descriptive
brochure "Getting Ahead In Industry."

Just Published

Vitalizing the Foreman's Role in Management

By Glenn Gardiner,
Vice-president, Forstmann Woolen Company,
and Robert L. Gardiner, Sanford-Bigelow Carpet Company

274 pages, 6 x 9, \$3.50



1. This book is for all executives who want to know what progressive companies are doing to get maximum values from their foremen, and who want their companies to enjoy the outstanding success others have achieved by making foremen a vital part of management. It is not intended as an antidote for foremen unionization. It is a book of cases in management participation, designed to help you enlist your full productive potential. Most of the book is devoted to a description of situations in which companies have set up effective programs that give the foreman a realistic role in management. It covers everything from the selection of the right men for foremanship and stimulating foreman participation in the handling of employee grievances, to an analysis of the factors which tend to alienate foremen from management.

Other NEW and STANDARD McGraw-Hill Books to help you improve your management know-how

2. MAKING CONFERENCE PROGRAMS WORK

Shows how to lead and contribute to conferences that get things done . . . encourage valuable opinions and ideas . . . solve a host of everyday administrative and operational problems. Explains how to master every step in leading an informal conference from start to finish, and describes how other organizations have effectively approached and solved specific problems. By M. F. Stigers. \$3.50

3. MANAGEMENT PLANNING AND CONTROL

Develops an accounting system for use by management . . . one that produces information of greatest practical value in operating a business enterprise efficiently and economically. Presents sound theory and techniques based on the use of incremental costs and revenues and of opportunity costs. Illustrative examples point up practical solutions to recurrent problems in industry. By Billy E. Goetz. \$3.75

4. HOW TO SUPERVISE PEOPLE

This book describes practical policies and practices advocated by supervisors who get results with them in managing others. Explains how foremen and executives can analyze their jobs and apply correct methods of handling supervisory problems they encounter daily in their work. Covers all typical jobs of hiring, reprimanding, and firing, getting cooperation, training workers, etc. By Alfred M. Cooper. \$2.00

5. THE TECHNIQUE OF GETTING THINGS DONE

Offers productive methods of the world's top producers, showing you how to get more out of your time and talents. Packed with sound methods and systems for putting all your abilities to work for you. Every technique suggested has been proven practical by famous men who used them successfully. By Dr. Donald A. and Eleanor C. Laird. \$3.00

8. DEVELOPING YOUR EXECUTIVE ABILITY

Points out the proven route to cultivating your top executive qualities—and winning success faster in the upper brackets. Each point is made crystal-clear with on-the-job studies of currently outstanding executives. Packed with suggestions, instructions, concrete facts, as well as actual examples. By Howard Smith. \$3.00

6. PRODUCTION CONTROL

Brings you principles behind improved controls systems that enable you to plan and control production for greater speed and efficiency. Spotlights tested and improved methods of routing, scheduling, dispatching, inspecting and following up. Hundreds of techniques—scores of actual industrial cases—show you how a carefully planned controls system can build up your volume. By L. L. Bethel, W. T. Tann, F. S. Atwater, and E. E. Rung. \$3.50

7. METHODS-TIME MEASUREMENT

Outlines proven techniques that lead to a more efficient operating procedure in plant and office, and to improved production standards. This book gives correct, verified answers to your production problems, and presents an entirely fresh approach to the problem of measuring time in manufacturing and office operations. Eliminates the use of stop-watch studies and does away with the need for judging performance level of workers while they are being observed. By H. B. Maynard, G. J. Stegemerten, and J. L. Schwab. \$3.75

10 DAYS FREE EXAMINATION

McGraw-Hill Book Co., Inc., 330 W. 42nd St.,
New York 18

Send me book(s) corresponding to numbers encircled below for 10 days' examination on approval. In 10 days I will remit for book(s) I keep, plus a few cents for delivery, and return unwanted book(s) postpaid. (We pay for delivery if you remit with this coupon; same return privilege.)

1 2 3 4 5 6 7 8
Name _____
Address _____
City _____ Zone _____ State _____
Company _____
Position _____ MAN-10-49

This offer applies to U. S. only.

MEMO
from
BRIGGS MANUFACTURING CO.

Over 10,000,000 automobile bodies have been produced by our company since its founding in 1909. Millions of sets of stampings also have been shipped to automobile manufacturers. This production know-how has enabled Briggs to create many innovations in body parts and in Beautyware plumbing fixtures.

Detroit 12, Michigan



COLLECTIVE BARGAINING... FOR MANAGEMENT ONLY?

Clarence B. Randall, President of the Inland Steel Company before the recent Presidential Steel Industry Board.

"The Wage Demand Which Was Presented To You Gentlemen Was Never Brought To Our [Inland Steel's] Bargaining Table... It Was Pensions The Unions Asked. We Made An Offer On Pensions." - Mr. Randall.

MR. CHAIRMAN, members of the Board, my name is Clarence B. Randall, of Chicago. I am President of the Inland Steel Company.

I suppose the gentlemen of the Board will understand the physical handicap under which we operate today. This room is so much more comfortable than a hotel room that there will be a tendency on the part of the witnesses to want to stay on the witness stand. However, I expect to complete my statement in not more than the scheduled twenty minutes.

I think a word of explanation is due you in answer to the natural inquiry that might be in your minds as to why I am here to open this hearing on behalf of the steel companies. And I think I might be entirely candid and shameless about it and say that I asked to be here and that the others who were eager to be heard have graciously consented; and you would not understand that without a word personally about myself. I happen to be the newest recruit to top management in the steel industry.

I have had the privilege and responsibility of being president of my company only since April 27. I succeeded a very distinguished and able man, Mr. Wilfred Sykes, who retired himself at 65 under the retirement plan which he initiated in my company.

In a sense, I have had 24 years to prepare myself for that responsibility, but in the few months that have lapsed I have been, frankly, quite overwhelmed with the complexity and vastness of the steel industry in its mechanical and commercial, human and other aspects. If I find it difficult to feel that I am up to my responsibilities, I can well understand that this Board might be somewhat overwhelmed with the vastness of its problems.

Now, this bargaining which is brought here was the first that had taken place since I came to these responsibilities, and I followed it with the keenest interest. After consultation with my associates, on the board, I made the policy decisions that were required. I was the source of the very great authority which we gave to our officials who did the actual bargaining.

The bargaining was friendly and pleasant and intelligent. I had high hopes for it. I actually believed we

were going to come to full agreement.

After the meeting, another meeting was set which was to take place on a certain day and with very genuine conviction I believed the night before, the afternoon before, that there was a chance of coming to agreement with our workmen, and late that afternoon I had a call from Mr. Ching saying that he had been notified by the union that their bargaining relationships with us had been broken off. That came the afternoon before I expected we were going to reach agreement the following morning at a scheduled meeting, and almost immediately the moves were entered into which brought about the appointment of this Board.

I felt a deep sense of disillusionment. I felt I had been let down. I felt that something from outside had come into the relationships between ourselves and our workmen which interfered with what I thought was their honest desire to come to an agreement, and that our collective bargaining had been completely paralyzed and frozen by an external force.

I spoke very strongly about it to my associates. I spoke strongly about it to friends of mine who were outside of my company and outside of the industry. They said, "We'd like to see those ideas on paper." I wrote out the document which I propose to read to you shortly. Every word of it is my

own. I wrote it thoughtfully and from deep conviction, and when I showed it to my friends—particularly to my friends who are not associated with the industry—they said, "It is a part of your job, as the president of a steel company, if you feel that way, to say those things to the gentlemen who constitute this Board."

Therefore, sensing from what things had been said to me, that I had caught the thinking of hundreds of thousands of thoughtful Americans, I asked for the privilege of being here this morning. The others very courteously consented that I read this document.

May I say, before I read it, that I am sure you will know that it bears in it no word of personal criticism of you gentlemen. I would sense that each of you was greatly reluctant to undertake the serious responsibility which rests with you here. You had no part in establishing this way of disposing of these matters, and the things that I shall say here, believe me, are addressed not at all to you as individuals, but they are addressed to the basic concept of this Board and to the underlying philosophy which brings us all here and which causes me such deep concern. If you will bear with me, I will now present my statement. . . .

IT is no exaggeration to say that the welfare of every citizen of the United States is at stake in the hearings before this board. And by this I mean not only the fact that you gentlemen are authorized to make recommendations that might affect the prosperity of the whole nation, but the fact that you are here at all.

When the President announced the formation of this board he was in fact announcing an industrial revolution in America. By doing so he has declared himself as favoring a new social order, and one so different from that under which our magnificent production record has been achieved that unless the process is stopped, and stopped at once, there will be no possibility of turning back.

Through this means, whether he knew it or not, he has proclaimed that wages shall be fixed by the government. This step is always the first one taken by those who set out to establish



(Continued Page 30)



The fifteen Spicer trainees at University of Toledo while attending Institute classes. Left to right, front: Ray A. Lennix, Jr., axle interchange inspector; Samuel P. Layman, cutter grind; Earl H. Butler, torque inspector; middle: Robert L. Wiggins, machine operator; Peter A. Sturniolo, clerical assistant to supervisor; Joseph B. Gasiorowski, torque inspector; Bernard G. Pitzen, machine repair; rear: George E. Crabb, axle assembler; Glenn M. Mills, machine operator; Maynard Walrod, set-up man; Robert J. Schnapp, electrician; Nile D. Althaus, welder; Elmer L. Wilmoth, group leader in stores; John J. Gleason, gear quality; Arnold J. Magrum, set-up man.



The Institute Guidance Committee (Spicer officials) meeting with some of the Institute instructors from the University of Toledo faculty. Left to right, seated: Roy McDermott, vice chairman of Committee, superintendent of Transmission Division; Dr. Morton Goldberg, Organization for Production course; John H. Jones, Spicer plant manager, chairman of Committee; standing: Richard Eustice, Industrial Psychology course; William Crane, Economics course; R. J. Neale, secretary of Guidance Committee, office employment manager; Dr. Paul W. Stansbury, director of the Institute, director of Graduate Study at the University.

SPICER INDUSTRIAL SUPERVISION INSTITUTE

A UNIQUE training course in industrial supervision, combining a three-month university course with nine months of in-plant training, has just been successfully concluded. It took place at the Toledo, Ohio, plant of the Spicer Manufacturing Division of Dana Corporation, which makes parts for automobile, bus and truck manufacturers. The idea of this program originated with Spicer management more than two years ago. It then felt the lack of a sufficient number of men qualified to lead others and give them an understanding of the working principles of the organization.

Fifteen men, 29 years of age or older—with at least three years of con-

tinuous service with the Company—were selected from the non-supervisory factory employees. They were carefully screened from a total of 250 aspirants. A series of intelligence and aptitude tests were given by the Spicer employment office and University of Toledo psychologists. These men have now received certification from the Company of their qualification for supervisory positions as openings occur in the plant.

In September, 1948, the 15 men were enrolled at the University of Toledo for a three-month theoretical course in the principles of industrial supervision. Thus was inaugurated the Spicer Industrial Supervision Institute. With tuition paid, text books supplied, a generous pay allowance from the Company, they buckled into their studies—astonished the instructors with their adaptability to the scholarly role.

"For A Number Of Years Spicer Manufacturing Division Of Dana Corporation Has Been Searching For Some Satisfactory Method Of Training Future Supervisors And Management Men. This Plan Is The Result Of Two Years Of Study And Research--Appears To Fill A Long-Sought Need."--Lloyd J. Haney, Director Of Industrial Relations.

The five instructors testified that the homogeneity, the enthusiasm, the practical realism of these men, fresh from their factory jobs, made this one of the richest teaching experiences of their careers. There was practically no tardiness or absenteeism. The few instances that did occur were excusable. Seven of the men made plans to enroll in evening classes at the University at the end of the Institute course.

"This whole thing has simply jarred me right out of the mental rut I was drifting along in," declared one of them. "I'm going right on with night classes."

It was generally agreed by all the participants that a significant step for-



Trainee Peter Sturniolo (right) receiving last minute instructions from veteran Foreman George Bennett, in Universal Joint Division, before Sturniolo takes over as acting foreman while Bennett vacations.



Spicer Industrial Relations Director Lloyd J. Haney who originated the idea of the Spicer Industrial Supervision Institute. Mr. Haney is also a member of MANAGE Magazine's Publications Committee.

October 1949 MANAGE

ward had been taken—by both Company and University—in the interest of adult education and in the direction of raising the vocation of the foreman to the dignity and skill of a “master craftsman”. One of the 15 trainees expressed the feeling that this was “the most wonderful opportunity ever offered to a group of working men.”

In their Institute classes the men learned not the “company policy,” which some of them expected to be taught. But rather the daily, elementary causes of absenteeism. The effects of fatigue. The economics of consumption. The underlying principles of pleasant human relationships, along with many other things.

In conferring certificates at the close of the Institute course, Dr. Wilbur W.

White, president of the University, declared: “The caliber of these men proves that the results will benefit our University and the City as a whole, as well as these individuals and the Company for which they work.”

On December 20, 1948, the 15 trainees were brought back into the Spicer plant. They then began a 39-week course of in-plant training. Here they were assigned to the following departments in rotation to be trained by present foremen in Spicer policy and procedures: Industrial Relations, Time Study and Time Keeping, Tool Engineering, Tool Room, Machine Repair, Scheduling, Stores, Inspection, Service, Manufacturing Production, Heat Treat and Metallurgy, Forge Shop and Maintenance.

During this entire period the trainees

met weekly with the Guidance Committee to discuss suggestions—or questions regarding any phase of their training—or any improvements upon methods and procedures now in use in the plant. Also, during the summer months, they secured valuable experience by being assigned to various departments as acting foremen during vacation of regular supervisors.

The Company's gratification with the results of the venture was voiced by R. E. Carpenter, president of Dana Corporation. In addressing the group, he said: “It has been very gratifying to see the enthusiasm with which you have entered into your part of this plan. I predict that from your ranks will come future leaders who will insure the perpetuation of our plant as one of the outstanding industries of Toledo.

TURNOVER COSTS...A CASE STUDY

By M. J. Alway
Personnel Manager,
Grayson Controls Division
Robertshaw-Fulton Controls Co.

TURNOVER cost is one of those items of expense faced by every supervisor. Yet reducing that cost is often a difficult job, with many hard-to-put-your-finger-on elements. Unfortunately, the wasted dollars are not labeled “turnover”—nor are they found in expense sheets as such.

In the Los Angeles area the Merchants and Manufacturers Association (nationally known organization for “Better Employment Relations”) has been conducting research on the subject. This led us into an analysis of our own turnover problem, even though, in common with other Los Angeles firms, our experience has been distinctly above the national average for manufacturing concerns.

We tackled the subject first by analyzing our separations. Reasons for them made quite a list. Largest number of voluntary quits involved people moving from the area. On down the list were another job, dissatisfied, poor health, transportation, and some 35 other reasons.

Next were discharges. These were headed by: absenteeism, unsatisfactory work, overstayed leave, with a few for various rule violations.

Number of individuals in these separations almost equaled the average employment for the year!

Since the “movers” appeared to be the largest group, we began by accepting applications only from people with established work histories in the area—hiring only those with the most



M. J. “Mil” Alway—Michigan born; Michigan State Normal College and University of Michigan. Sand-blasted castings American Radiator Co.; National Re-employment Service during depression; personnel director Frederick Stearns & Co., Detroit (1941). Four years in Army (enlisted service as mule skinner, Ordnance-Ammunition officer in Pacific, captain U. S. Military Government, Korea). To Grayson Controls (Lynwood, Calif.) in 1947—made personnel manager 1948. Board of Control, Grayson Adm. Conference (1948), president (1949). Sailing is hobby.

stable records. In 1948, by sticking close to this policy and making exceptions only in scarce skill cases, we reduced the number who quit to “move” to one third the 1947 total. The first half of 1949 showed only 3 such

cases, each with some seniority and compelling reason for the change.

“Leaving for another job” was second in importance on the ‘47 list. While the numbers were reduced, that reason headed the ‘48 list. Much of this turnover came from our youngest and newest group, hired in on beginning jobs. They quit to seek greener fields when promotions appeared a long way off. At any rate we have least invested in this group.

Third on the list were “dissatisfied”. By careful follow-up with supervisors and personnel office “exit interviews” this reason was pushed way down the ‘48 list, probably because we are now getting at the real reasons. The first half of ‘49 doesn’t contain a single “dissatisfied” separation.

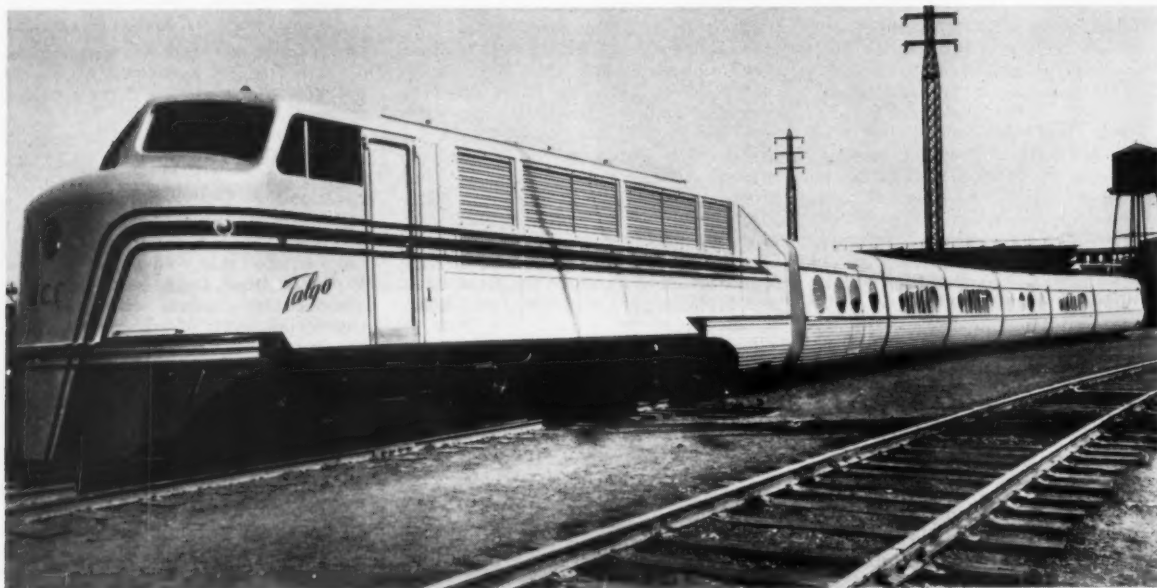
On our original analysis, “health” was fourth in number as a separation reason. We believe this was partly due to left overs from wartime employment. The installation of a medical examination program in July of ‘48 is already showing benefits both in selection and placement. As one result of the examinations, we are able to correct physical conditions, improving health and mental well-being of employees involved. These activities have also reduced accident proneness and increased productivity. In ‘48 we had only one fourth as many “health” terminations as ‘47. So far in ‘49 only a few such cases.

“Back to school” was another reason that accounted for a sizeable turnover. It took a combination of selling, selection and engineering to reduce it: First to establish that much training time was wasted on boys who left just when they became useful—then to have the jobs engineered so women could satis-

(Continued Page 31)

“Average Industrial Turnover In This Area Costs About \$200 Per Person. At This Rate The Combination Of Things That Have Reduced Turnover Are Bringing Important Savings To Our Company”

"We Came From Spain To ACF To Develop An Effective Contribution To The Progress of Railroad Transportation." -- Lucas and Antonio M. de Oriol.



IS THERE A TALGO IN CASEY JONES' FUTURE?

RECENTLY there has been some publicity about that new train built by American Car and Foundry Company, with the cooperation of many well-known American manufacturers as secondary suppliers. Because foremen at A.C.F. are proud of their contribution to the long range future of American railroading and feel that foremen in other industries may be interested, some of the more intriguing aspects of the development are offered here.

The train name in TALGO—derived from the initial letters of these words:

- T tren: train
- A articulado: jointed
- L ligero: light
- G Goicoechea: inventor
- O Oriol: family backing the train

Fred B. Stauffer (financial writer—NEW YORK HERALD TRIBUNE), leading railroad equipment writer, in a lengthy and interesting comment on the new streamliner concluded: "ACF—Talgo, distinctly a pioneer train in its field, seems to offer numerous distinct advances . . . for use on many existing American rail routes. Perhaps not tomorrow, but the day after."

Some years ago a Spanish army engineer, Lieutenant Colonel Alejandro Goicoechea Omar, decided railroad equipment must be simpler, lighter. He

eventually evolved the principle which provided a simple way of guiding train wheels so that weight would not be needed as an anti-derailing factor.

His idea resulted in the incorporation of "Patentes Talgo SA" backed by the Oriol family of industrial note in Spain. But it was only in American industry that facilities and experience were available to transfer the drafting room ideas to a moving train on the rails. American Car and Foundry Company was selected to engineer the work here.

ACF-Talgo contains new concepts in railroad passenger car construction. Comparison with today's streamline equipment shows Talgo to have floors nearly three feet lower; a weight reduction of nearly 75 per cent due to design and all-aluminum construction; over-all height almost four feet less than today's trains.

The American experimental and demonstration Talgo consists at this time of a diesel-electric locomotive, a baggage unit, and a "coach" of five units of which one unit is for equipment and another serves as an observation lounge. Train length is 168 feet, approximately one third its eventual length.

The design is unique. Thus, a "coach" is different from our usual idea—its

The AFC-Talgo literally hugs the rails. This new departure in train construction, built at the American Car and Foundry Company's Wilmington, Delaware, and Berwick, Pennsylvania plants has a locomotive two feet lower than a standard diesel-electric and coaches four feet lower than present day equipment, without loss of interior space. (American Car and Foundry Co. photos, drawings.)

five separate units, each having only one pair of wheels in the rear, with the front of each unit supported by a special coupling arrangement on the unit ahead of it. The first unit is supported by the locomotive which is on conventional type trucks. Entrance is through the equipment unit which is centered in each "coach". Each "coach" is 100 feet long, seats 64 passengers—16 in each unit.

To properly understand the development of such a radical train as the Talgo, certain problems in fast train operation should be understood. First, it is basic that in most instances speeds are restricted by curves.

In addition, every train taking a curve at high speed has a tremendous centrifugal force to overcome. Therefore speeds are limited by the natural overturning tendency of present equipment, a tendency which could be best illustrated by an upside down pendulum. Railroads solve the problem by restricting speeds on curves in accord with the demands of safety and comfort—but travel time is increased.

As if to compound trouble, the flange on present-day railroad wheels digs into the inside of the outer head of the rail and the downward rub or friction of the flange creates a force which tends to lift the car and derail it. The railroad's safety record proves



The entire ACF-Talgo train bends freely with the curves. Short articulated units are so designed that one unit is led around curves by the unit ahead of it, eliminating independent wheel action and tendency to climb the outside rail.

train, and in practically all instances it would be the locomotive, it has nothing ahead of it to provide the guiding action necessary to fully utilize the advantages of the train. Meanwhile, the diesel-electric Talgo locomotives built by ACF owe their ability to take curves at higher speeds to their low centers of gravity.

In standard railway passenger cars, the car must be supported to clear the wheels under all curvature conditions. As a result the floor is 51 inches and the center of gravity is 64 inches above the rails. It is evident, therefore, that with the weight of the car centered above the point where its weight is transferred to the truck, a car will tend to lean outward on a curve—just like an automobile. This is compensated for by super-elevation, which consists of making the outside rail of a curve higher than the inside. It solves the problem of high-speed traffic under many conditions. But this very solution retards the progress of other standard trains. For instance, the enormous pressure of a slow freight train on the inside rail of a high-speed curve increases the drag on the locomotive by as much as 15 per cent. Therefore a compromise in super-elevation is necessary, resulting in greater speed restrictions.

Over the past 15 years, research and experimentation have been conducted on a new type of car suspension. The so-called "Hill" cars with pendulum trucks now being tried on the Santa Fe, Northern Pacific and Burlington railroads are from these designs—but the Talgo carries the principle much further. Instead of having a truck under each end of the car with axles

(Continued Page 31)

that an adequate allowance has been made for this, but once again travel time has suffered. Moreover, comfort speed is considerably less than safe speed which adds to the basic inefficiency of today's railroad train.

The radically different basic design of the Talgo reduces these troubles to a minimum. It is conservatively estimated that up to 25 per cent of travel time can be saved over present streamliner schedules.

When a train is on straight track the wheels are rotating in the vertical plane of the rail. Therefore, for practical purposes there is no friction between rail and wheel flanges. Comes a curve, however, and the outer wheels of a standard car dig into and attempt to climb over the rail, as explained above, due to what is known as a "positive" angle of attack (Fig. 1). The flange on the forward part of the wheel then is rubbing against the rail with a downward motion, tending to retard the rotary motion of the wheel. Obviously, the forces set up as a result of this friction cannot move the

rail—therefore the reaction tries to lift the car.

The Talgo does away with the positive angle of attack on the outer rail as the wheels are led around the curve through the use of a three point geometry of the underframe—like a trailer behind a truck-tractor. Each Talgo unit is supported in four places, on each of the two wheels at the rear of the unit and on each of two horizontal support members which fit into corresponding brackets on the rear of the unit ahead, about two feet above the floor. Therefore as a unit goes into a curve it is turned inward very slightly by the preceding unit already into the curve. The leading edge of the flange is pulled away from the outside rail, resulting in a "negative" angle of approach, with the derailling force eliminated.

On sharper curves and at higher speeds the trailing edge of the wheel flange rubs against the outside rail with a force which pulls the unit downward, adding to the safety of the train. However, it is a fact that no matter what is the first unit of the

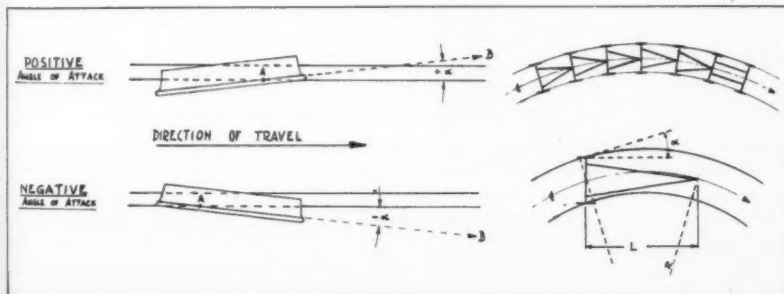


FIG. 1—Talgo's trailer principle.

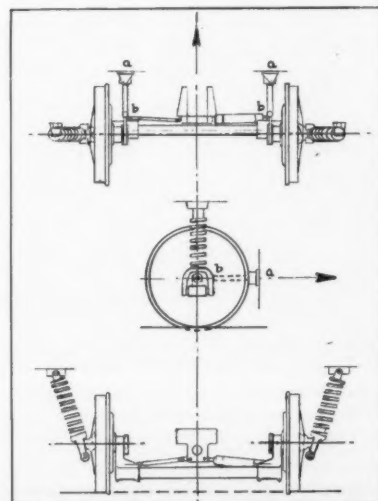


FIG. 2. Suspension principle.

How To Make America A Second-Rate Nation

By Fred G. Clark and Richard Stanton Rimanoczy*

The only reason why America is the world's greatest nation is that these once-small colonies now possess the world's greatest stock of tools of production.

There are, today, nations who would like to destroy the power of America and recognize that the easiest way to do it would be to destroy our *horsepower*.

There is no danger of any effective military action against American factories, but there is already in process a real and present danger of a very effective invasion of *ideas and policies* that can accomplish the job bloodlessly.

The method, although seemingly complicated, can be understood by anyone.

Let's assume that America wanted to weaken the industries of some other nation by this method, which consists of making it impossible for them to replace their tools as they —wear out.

We would do this by making the new tools cost more money that could be raised.

Here is the way we would go about it.

First of all we would have to capture the "intellectual" policies of the nation by sending in a crack corps of social reformers whose job would be to worm their way into the government and become its "brain trust".

Our agents would first start demanding "a new deal for the common man," meaning giving the property owners smaller profits and giving the worker more money for less work.

The fact that the larger pay envelope would not buy any more would be concealed from the workers.

This would get payrolls up, profits down, and because payroll is the principal cost of everything, the cost of everything would go up.

The second step of our agents would be to demand more social benefits for the people and that for this purpose the government should borrow the money from checking banks. (Actually this is not borrowing. It is a slick device whereby the checking banks are forced to manufacture additional money for the government's use.)

This "borrowing" would have the same effect as printing press money, and prices would go up in proportion to the amount of new money competing for goods.

These higher prices would increase the cost of living and be another excuse for our agents to demand higher wages for workers. Every time the tool owners would ask relief, profits would be attacked as the real root of the high prices, and the whole institution of property would be smeared.

All this time it would be essential for our agents to make sure that the depreciation allowances of industry were not increased enough to enable the corporations to set aside the extra money needed to replace the tools. A good way to do this would be to demand that all or most of the earnings be paid out in dividends, or failing in this, force the corporations to report the extra depreciation as profits and pay 30% profit tax before the money could be put in the tool replacement reserve.

This is a sure-fire method.

For example, let's take a company that operates 1,000 trucks which, when purchased, cost \$1,500 apiece, but now cost \$3,000 apiece because of the high prices our agents have been able to bring about.

The trucking company would be allowed to set aside only \$1,500,000 for replacement. This would buy only 500 new trucks, and we would have killed off 50% of those particular tools.

If the company decided to hold back earnings from the stockholders and get the extra \$1,500,000 that way, it would first have to earn \$2,100,000 more, report it as profit, and pay a tax of about \$600,000.

This would be very difficult to do, would irritate the stockholders, place management in a bad light, and make it much more difficult to get new investment funds from the public.

Once having created this situation, our agents would only have to maintain it and wait for the tools to wear out.

Without dropping a single bomb or sabotaging a single factory, we would have reduced our enemy nation to a second or third rate power, no longer dangerous to us or capable of putting up much of a defense if we decided to attack.

This is no fairy tale or pipe dream.

It is already happening in the United States.

It could not be said the Americans who have carried out these policies knew (or know) what they were (or are) doing.

But the people who first imported and sold these policies to America knew exactly what they were doing.

The proof of what has been happening appeared in the August 1949 letter of the National City Bank of New York.

At the end of 1948 (things have gotten worse since then), the bank's study of 2601 leading corporations showed that they had in reserve only \$41 billion with which to replace equipment that cost \$113 billion to buy and would now probably cost more than \$200 billion to replace.

The assets of these 2601 corporations represent about half of the nation's tools, and multiplying this sample by two, we find that American business has about \$80 billion with which to replace tools that originally cost about \$225 billion and would now probably cost more than \$400 billion.

This means that between now and the time the tools wear out, the sum of \$320 billion must be either earned by business or invested by the public.

And this does not even take into consideration the need for adding to our tools in order that our expanding population can have the same per capita supply.

The only solution to this situation lies with the Congress and the White House.

It would certainly seem that unless this situation is handled promptly and vigorously, America is indeed on the skids.

* Respectively general chairman and program director of the American Economic Foundation . . . —No. 3 in *MANAGE Series of Economic Treatises*.

The Community and Civic Committees and the general membership of most management clubs sooner or later have need for understanding the aims and methods of "progressive education."

LEAD US GENTLY THROUGH PROGRESSIVE EDUCATION

By Neil W. Lamb, Convair Management Club

THE outcomes of Progressive Education have been misrepresented as frequently as the outcomes of the last election. The intent of the process has been typified generally and mistakenly by such a story as this. The children in a progressive school in New York City were most unhappy this particular day. In response to the teacher's solicitous inquiry came the chorus complaint: "Do we have to do what we want to do again today?"

The educational problems arising from shifting populations, overcrowded school conditions, increased period of compulsory school attendance, emphasis on technical and specialized training, and other current trends of importance, are laid rather universally on the doorsteps of the Progressive Schools. To them is delegated not only the job of doing something about such problems—and quickly—but the misplaced responsibility for having operated the problems. Progressive Education has become the scapegoat on which can be tied the social, vocational, and learning ills of the younger generation.

So, in defense of the idea, what is Progressive Education? My hope for our two children is this, that they may, through education and experience, at school and elsewhere, use constructively and reasonably well the worthwhile abilities with which it may be their fortune to be endowed. Undoubtedly you share a similar hope for your children. Two questions arise immediately: (1) Just what are these worthwhile abilities—or "individual differences" as they are called?; and (2) Just what kind of education and experience is suited to their constructively guided development and use?

A standardized program of measurement and appraisal can help to furnish an answer to the first question. Intelligence tests, aptitude tests, achievement tests, vocational tests, and the like have been devised, in addition to physical examinations, in the attempt to identify and to scale individual differences. Results of such a program provide a general guide for an individual

child. They show his present status and a framework for educational experience best suited to him as an individual person. The earlier these facts are available, the better the planning will be. Periodical checkups strengthen the plan and fill out the general framework.

The answer to the second question, what kind of education and experience is best suited, grows out of the mea-

surement and appraisal mentioned. Perhaps a child, for his age and grade-placement, has an inadequate grasp of a basic skill, such as reading, spelling, writing or arithmetic. Until this is remedied, a bottleneck exists in the line of progress. Perhaps tests show the answer to be as simple as recommending glasses, or favorable seating due to hearing difficulty. Or the answer may be more complex and a special brush-up or remedial program will be required.

On the other hand, at a higher school level, counseling conferences with the young person and with his parents may point to better alignment of goals and abilities. I am reminded of a boy I knew who insisted upon the so-called college preparatory high school program, as his stated goal was engineering. His efforts led only to D's and F's in algebra and physics, while he did very well in applied subjects and shopwork. As a result of counseling activity, it was discovered that to the boy engineering meant plumbing—sanitary engineering perhaps—and ability and school program were realigned very well.

Now these comments have no startling originality. It is just common sense
(Continued Page 32)



Members of Community and Civic Committee of Convair Management Club at San Diego, Calif. (left to right): A. W. Abels, chief of contracts; Neil W. Lamb, author of this article (see below); H. G. Golem, chief of material and committee chairman; J. K. Field, Employee Service . . . Mr. Lamb is a graduate (electrical engineering, BSEE degree) Univ. of Nevada—master and doctors degrees in Education, Univ. of California; six years as high school teacher specializing in progressive education (University High School of Oakland, Calif.); engaged training teachers at California College of Arts and Crafts and San Diego State College; came to Convair in 1943, is in staff position to head of Material Department.

LIFE AND CHARACTER

By Emil E. Storkan, Attorney-at-law

As one who thinks of a foreman as a man with executive ability — which requires that he be of high character — the author suggests it is worth while for each foreman to consider the meaning and values of character as an aid in management.

A MAN'S true worth and power is in himself—not in his property, not in his position, not in his external relations, but in his own character.

A man of high character is an asset to any community.

The greatest contribution that most of us will make to our day and time will not be in the things we acquire, but in the characters we achieve.

Many people believe that character may be judged by a person's appearance. But character cannot be judged by a person's appearance. We should be cautious in judging others.

There was a man once who claimed that he could judge any person's character by studying the person's appearance. Certain people scoffed at the claim. To test it out they brought a man to be judged. "Tell us, Judge, what is this man's character?"

"He is of the most lowly sort," said the Judge. "Niggardly of spirit, and limited in mind. No great things may be expected of him."

Then a roar of laughter went up. The "victim" of these judgments was none other than Socrates, one of the brightest spirits and greatest minds of all history. The bogus judge of character had exposed his own ignorance.

"But wait a moment," said Socrates. "All that this man said about me is the truth. I was born lowly of spirit and poor in the gifts that men admire. It

is only by the aid of reason that I have gained an advantage over my baser nature."

Here was a man of character.

Character is one of the most important of all human qualities. Character is what a man is, not what he claims to be or pretends to be.

Character is not inherited. It is not an appendage of birth, wealth or talents. It is not created by external forces, but results from our daily and hourly actions. Every word we say, every thought we think, every deed we do, effect and influence our character.

Our wealth may be taken from us by misfortune, our reputation by malice, our spirits by calamity, our health by disease, our friends by death, but our character, glorious or loathsome, follows us beyond the grave.

Character has capital value. Men may capitalize on their character. The capital value of character, its value in dollars and cents, is too much underestimated by men. A reputation for good judgment, for fair dealing, and for truth is itself a fortune. It not only brings financial returns, but also brings returns in respect, confidence, admiration, contentment, good will, and peace of mind.

If a man resolves to make his character his capital and pledges his whole manhood for every obligation he enters into, he will not be a failure, though he wins neither fame nor fortune.

It is not difficult to find a man who knows a great deal but it is not so easy to find one who is reliable, dependable, substantial. It is not easy to find men who put character above salesmanship or merchandise.

Integrity is the cornerstone of character. Many men seem to put more emphasis upon smartness, shrewdness, cunning, than upon down-right honesty and integrity of character. Any man who tries to build a business on a flimsy foundation of cunning, scheming and trickery is doomed to disappointment, failure and grief.

Reputation is in man's own keeping. It is within the reach of all men. You and I can determine what other men ought to think of us and say about us, and we can only do this by acting squarely up to our honest convictions.

What the world wants and needs is more men who are honorable, dependable and reliable, men of integrity, whose word is as good as their bond. Men who when they say they will do a thing will do it, men who have principle, principle in their business

and in their vocations; men who stand for something inside and outside of their offices, stores, and in their community.

Show me a man of good character, and I will show you a man who may not be wealthy or famous, but he will have contentment, he will have peace of mind, he will be happy.

There never was a time in all history when a good character, a good reputation, stood for so much everywhere as it does today. It will tomorrow.

Men of character elevate others by their example. A man of commanding character is not a temporary flame, burning for a while and then expiring. He is rather a radiant light, with power to enkindle the human mind; so in passing he leaves the world all light, all on fire.

The honor which is devoted to the memory of a great man often lights up the sparks of genius in another mind. With a zeal, he strives for a prize; and if at the end of his course, he throws a glance over the past, he leaves this busy scene in full contentment that his example has implanted the living flame in some other breast.

People seldom improve when they have no model but themselves to copy after.

What the times need is not so much more men of genius, but more men of integrity, men of character, thinking men. Men who lead the way and show others how to think and how to do, by their example.

Aaron Burr was a more brilliant man than George Washington. If he had been loyal to truth, he would have been an abler man; but that which made George Washington great and the chief hero in our great republic was his integrity.

The test of our character is the use we make of our time and our opportunities. If they breed extravagance, dissipation and greed for gold; if they make fraud plausible and corruption easy; if they deprave our private morality and debauch the public conscience—beware! For all of our prosperity is then but a feast of splendor and while we sit, robed in all our finery, drunken with wine and gorged with food, and crowned with flowers, the walls of our stately palace are cracking and we are set for collapse and doom.

Only when we realize that the building of a noble character is vastly more important than the acquisition of money and fame; that what a man is counts for more than what a man has, can we



Emil E. Storkan: "What are our objectives in life" . . . Nebraska born, Mr. Storkan graduated University of Michigan Law School; practiced law ever since in Battle Creek, Michigan. Veteran War I; past president Calhoun County Bar Assn.; past officer American Legion organizations; past president local Exchange Club, also Michigan State Exchange Clubs.

find that inner peace which the world can neither give nor take away.

As soon as a man begins to live at his best—meeting life's situations with his keenest intelligence, his bravest courage, his most generous kindness—he aligns himself with his Maker's purpose.

It makes no difference who the man is, what religious beliefs he holds or does not hold, or what his previous moral record has been. The moment he begins living at his best, he will attain the place he wants to fill, the work he wants to do, and the contentment and happiness that will be his.

Someone said: "Falling in love with our own mistaken ideas makes fools and beggars of half of mankind." How many of us are slaves to our own particular pet notions and prejudices? If we take stock of ourselves, our ideas and our prejudices, we will find that a large percentage is just plain rubbish and fit for nothing. If we will discard these, we will live more happy and successful lives."

But most of us don't discard them but carry them along with us. They interfere with our happiness; they hinder our progress; they eat up our strength, vitality, and energy. They consume too much of our time and thoughts. We should inventory them and eliminate them all.

It is an old American pastime and custom to criticize and find fault with the other fellow, everybody and everything. We put him or them in the frying pan, turn on the heat, and fry to a

crisp. We are a nation of critics, of fault-finders, of Commentators, with a capital "C". We have movie critics, stage critics, music critics, business critics, Monday morning quarterbacks—and amateur critics finding fault with everything their neighbor does, from the color he paints his house to the way he parts his hair.

That's right. Be a critic and be a fault-finder. The more you criticize the better. It's a wonderful aid in self-development and it will make you the most successful person in America, providing, you put yourself in the frying pan—never anyone else. Turn on all the heat you can stand and then turn on some more. Fry yourself to a crisp, and you will become pure gold, for there is plenty of gold in all of us. All we need is to get at it—to burn away the overgrowth.

Almost anyone will admit the fact if he has let us say a poor memory, poor eye-sight, or poor health; but who ever was heard complaining about his own manners or his own judgment? Most of us have never turned much heat on ourselves. We overlook our own defects, or excuse them, while finding plenty of fault with the fellow who gets the best of us. What we ought to do is (following the old Chinese proverb): "Think of our faults the first part of the night when we are awake, and of the faults of others the latter part of the night, when we are asleep."

It is not the critic who counts. The credit belongs to the man who strives to do his duty, whose reward, if he suc-

ceeds, is the satisfaction that he has done his work well, and whose reward, if he fails, is the satisfaction that he has nobly tried.

Investments in the Mind. We must realize that the end and purpose of society and good government is the improvement and development of the human race. In the modern world we overestimate the value of our material achievements and underestimate the value of the mental.

Your happiness, your future, the future of society and of the world lies in the power, use and application of the human mind toward better living. But are we using this power as we should in learning how to live?

What are our objectives in life? What are we working for? All our lives we spend much time in thinking and worrying about automobiles, stocks and bonds. These are honorable and worthy investments, but are we not putting too much emphasis on material things? Are there not other investments equally as important or more important; investments that feed the mind and heart; that contribute to the health and vigor of the body and to peace and contentment of the mind?

These are the investments that we make in improving ourselves; in understanding ourselves. Investments in the science of living. These investments are worthwhile. They inspire and enrich us. They deserve more of our time, effort and attention.

Ask most any librarian what non-
(Continued Page 33)

THE BUDD COMPANY

Makers of

Automobile bodies and assemblies

**Automobile passenger car, bus, truck and
trailer wheels, brakes, drums, hubs**

Agricultural implements

Knock-down highway trailer bodies

All-stainless steel railway passenger cars

Railway Disc Brakes

BUDD PLANTS

HUNTING PARK PLANT

RED LION PLANT

CHARLEVOIX PLANT

ATWATER PLANT

PHILADELPHIA

PHILADELPHIA

DETROIT

DETROIT

JOB METHODS ANALYSIS...A FORGOTTEN TOOL?

"The Analysis Of Job Methods To Provide Cost Reduction Has Been Overlooked In Many Instances By All Levels Of Management Whether Through Ignorance Or Neglect Of The Potential Savings In This Area."

HOW would you like to be the foreman who came up with the idea of eliminating an etching operation on a year's run of one part, thereby saving his company approximately \$25,000 a year on the cost of the finished product? Or the foreman who developed an idea to provide a guiding template on a complicated circulatory unit which eliminated rework in his department based on an error originating in the supplying department from 17% to .3%?

You can readily guess the relationship which now exists between a harassed superintendent and a recognition-hungry foreman who recently came up with a unique proposal which reduced material handling and machining time more than 40%—and permitted a 150% increase in production.

Because you, the foreman, are the manager of the area over which you have jurisdiction you must become increasingly familiar with all phases of business management. Of course you are expected to operate your department efficiently and always be aware of the areas in which cost reductions can be made. This is becoming more imperative at the present time when we are confronted with customer demands for quality goods at a price which the customer wants to pay. But how can it be done? How can we effect cost reductions?

Today many concerns are seeking ways and means to conduct a well-organized campaign to increase productivity and reduce costs, and any contribution in this direction would be most timely and should be promoted vigorously. Due to present "buyer's market" it is essential that all levels of management make an intensive effort to reduce production costs. The thing that is needed, however, is a practical management tool which will comb an entire organization and isolate those areas where reductions can be made. Methods improvement appears to be the tool which might be used at this time. It is one of the most fertile fields to yield cost savings. The analysis of job methods to provide cost reduction has been overlooked in many instances by all levels of management, whether through ignorance or neglect of the potential savings in this area.

For example, in one case an unskilled operator's productivity was increased 25% merely by relocating his equipment.

One large manufacturing concern, sensing a potential saving in this area of better methods, devised a plan

**By William De Haven
Staff Assistant to Production
Manager
Carrier Corporation**

whereby each production foreman was to submit a written weekly proposal for any cost reduction idea that occurred to him, through channels, to his superintendent. A copy of this proposal was forwarded to the production manager. He acknowledged its receipt—used this copy in a follow-up program to make certain there was no "hold up" on the suggestion. Provision was made to notify every initiating foreman as to the action taken on his idea.

This plan was in effect for 18 weeks and 168 proposals were received. Of these 33 were turned down and 135 were put into effect or are pending. The estimated savings of those proposals put into effect was approximately \$75,000.

After being in operation for a short time it was discovered that certain inefficiencies existed in the plan. It was noted that most of the proposals received were the result of "flash ideas". They were not fundamental and constructive ideas based on a real searching analysis and detailed breakdown of the plant jobs. No provision had

been made for adequate follow-up of the proposals received. The foremen had only a partial understanding of the right approach and of the proper technique required to attain the best means of cost reduction.

It was apparent, to top management, that a methods improvement program as a management tool will produce substantial reductions in cost. This concern is now "polishing up" the "forgotten tool" of methods improvement to assure a greater return in the cost reduction area—based on experience gained in the recent informal trial period.

This has been the recent experience of one company. Have you as a foreman (or has your middle management) explored all the areas for cost reductions? Can you afford to overlook method improvements as a means of reducing costs?

"AM I A BUILDER?"

While strolling about some busy town, Have you stopped to watch a crew Tearing a building down?

As with a mighty heave, and a lusty yell, They swung a beam and a side wall fell,

Did the thought then come to you, Of the craftsman who built this building new,

And how nice that he was not here today,

To see it torn down and hauled away, And you asked the foreman, "Are these workers skilled.

The men you'd hire if you were going to build?"

And he laughed and said, "No indeed, Common labor is all I need, Why I can wreck in a day or two, What builders have taken a year to do."

And you thought to yourself as you went on your way, Which of these roles have I tried to play?

Am I a builder who works with care, Measuring life by the rule and square? Am I shaping my deeds to a well made plan,

Patiently doing the best I can?

Or, am I a wrecker who roams the town, Content with the job of tearing down?

"Mama, Daddy's lying in the hall unconscious with a piece of paper in his hand and a large box at his side."

Wife (jocosely): "Oh, my new hat has arrived!"



Cost-man De Haven: "... each production foreman was to submit a written weekly proposal. . . ." Mr. De Haven is associate director of Syracuse Chapter of National Association of Cost Accountants; until the time of assuming present duties he was a supervisor in Carrier's Cost Department.



Meet Richard Stanton Rimanoczy (pronounce it "Rim-an-not-see" accent on the "not"), program director of American Economic Foundation and contributing editor of *MANAGE* Magazine.

Introduction

MOST of our readers have a "magazine" acquaintance with studies of the American Economic Foundation and with Fred Clark, its general chairman whose articles have been of great interest and unusually informative. Recently, in presenting our "Economic Series" they have noted a dual authorship—Clark and Rimanoczy. It is a pleasure and privilege to introduce Contributing Editor Richard Stanton Rimanoczy.

Heredity could have made "Dick" Rimanoczy a portrait painter rather than a word-smith. Born in Cincinnati in 1902, his London-born father was a portrait painter. So, too, was his German grandfather, a sturdy individualist of Hungarian descent. However, his Scottish grandmother was distinguished for Celtic logic and thrift. His mother, Daisy Dean Stanton, was

Virginia born and Kentucky bred, and her kinfolk were composed largely of lawyers and writers, including Joel Chandler Harris, whose Uncle Remus and Br'er Rabbit stories are typical and delightful Americana. Thus it is easy to understand why Dick Rimanoczy prefers a typewriter to an artist's palette.

Initially, his interests were in writing in the advertising field, and all his schooling had that as its objective.

In 1914 the family moved to Cleveland Heights, Ohio, where Dick finished high school. During two years at Miami University, he took all the journalism, economics, literature and composition available to him.

Before entering the advertising field, however, he set out to get experience as a factory hand, truck driver, store clerk, accounting clerk, salesman, and sales promotion writer.

After serving with the Oster Manufacturing Company of Cleveland as sales promotion writer, he was made

advertising manager in 1925. One year later (1926) he moved into a similar position with the McMyler-Interstate Company of Bedford, Ohio.

In 1928 he joined the Bayless-Kerr Advertising Agency, of Cleveland, as an account executive. Five years later was made vice-president of the Agency.

In the process of serving the Fred G. Clark Company account (Hyvis Motor Oil), he became closely associated with Mr. Fred G. Clark.

When the Clark Company was sold to a major oil company, Mr. Clark entered the field of adult education through the organization which was first known as the Crusaders, and later The American Economic Foundation.

Rimanoczy resigned from the Bayless-Kerr Company in 1938 to become education director of the American Economic Foundation.

He planned and produced the Foundation's national radio forum known as "Wake Up America," which was on the air from 1939 to 1946.

Since 1925, Rimanoczy has been a frequent contributor to trade journals and magazines, writing on the general subject of economics and various ideologies.

In 1944 he and Mr. Clark wrote the first book of their series aimed at the simplification of economics for the layman, entitled "How We Live." The book met with "best seller" success—was followed in 1947 by a second volume, entitled "Money". In 1948 the third offering of the series was published, under the title "How To Be Popular Though Conservative."

Rimanoczy, in addition to his position with the Foundation, is treasurer of the American Writers Association; also a member of the Board of the Citizens Committee for United Nations Reform; a member of the Editorial Board of the Executive Book of the Month Club; and vice-president of the Andrew J. Gahagan Associates Advertising Agency.

He has two children.

His recreation has never centered on any particular sport or pastime, but includes a little of almost everything. He belongs to several clubs.

Slow and word-cautious in conversation. His is the rare ability to correctly compress technical knowledge into simplified presentations. We appreciate his interest in American foremen and their problems and are certain they stand to profit by reading his contributions.

A pastor in Paris received a package from his nephew in America. It contained a very plain tie, suitable for one of his calling. He wore it one evening when he called upon a very orthodox and erudite family. In the middle of a deep philosophical discussion, the light suddenly went out. It was pitch black except for the pastor's "plain" tie on which gleamed the request, "Kiss me in the dark!"

—*Rheinischer Merkur, Germany*



"The one (photo) at the drawing table was taken at TWA during the time the 'gremlin' fever had the country in its grip. I turned out a pamphlet called 'Do Airlines Have Gremlins' which made an immediate hit—was reproduced in newspapers all over the country. Haven't been able to do it since."—MANAGE cartoonist, Eldon Frye.

Meet The Cartoonist

READERS tell us they can go for more cartoons — humorous and otherwise. What readers want MANAGE tries to get—and is pretty lucky that way. American foremen and their magazine have lots of friends.

So—we can start our second year with Eldon Frye of Consolidated Vultee Aircraft Corporation, San Diego, adding much to our staff prestige, as official cartoonist.

Readers should be acquainted with cartoonists whose stuff they enjoy, so we asked him to tell us about himself. He did—and much more interestingly than we could. So we give you his comments, unadulterated by editorial revisions. Perhaps we had in mind his experience with his school teacher art critic. Anyhow, from here on, he's on his own.

"In answer to your request for some biographical data I am enclosing the following information:

"Statistical: Born in Coffeyville, Kansas, 1909, attended grammar school, high school and Junior College there, and had my first corporation job as a clerk-messenger with Sinclair Refining Co. (15 months).

"Attended Oklahoma University at Norman for one and a half years, majoring in art and journalism. Member Alpha Tau Omega fraternity, and co-editor of the campus "humor" publication THE WHIRLWIND. Was art editor of my high school annual and editor of the junior college annual.

"Started with Phillips Petroleum Co. in Bartlesville, Oklahoma in 1934, went to Trans World Airline in Kansas City

in 1942, and to Convair in San Diego in 1948. Experience in those companies includes personnel work, safety work, publications and public relations. I started the Phillips PHILNEWS monthly magazine for employees in 1937; did 14 "morale boosting" pamphlets for all personnel of TWA, and started that airline's first weekly newspaper for employees, first called STARLINER, later changed to SKYLINER. Both PHILNEWS and the SKYLINER are still in publication.

"Sidelights: Have been drawing ever since I was in kindergarten at Coffeyville in 1914. My first experience with art critics was with my kindergarten teacher, when she objected to a picture I drew of a man shooting a bird in a tree. So I lengthened the gun barrel until it became a kite string, hung a kite on the end of it, saved the life of the bird, and won my teacher's love and esteem back again.

"At the age of two, I watched my schoolhouse burn down one night from my bedroom window while my dad battled sparks on our house roof with a broom and a tub of water. Believe it was the most enjoyable occasion of my life, but it established a belief, which I still have, that you pay for your sinful pleasure right here on earth. I had to walk or ride a bicycle several miles to other schools for the next several years until they got around to rebuilding the schoolhouse, by which time I was too old to go to it and had to travel to a highschool across town.

"Have a faint relationship with the infamous Dalton boys, who staged the notorious raid on two banks in Coffey-

ville at the turn of the century. My mother, as a photographer's assistant, made thousands of prints of the Daltons dead as mackerel, laid out on a cellar door. They still sell prints off the same negatives.

"I resisted marriage until I was 29. Met my downfall in a little theatre production of "Holliday" in Bartlesville. I played the part of Nick Potter and the part of my wife was played by a tall, leggy girl with the widest and most honest grin I ever saw. She still has it, and so do our kids: Linda, 8, Jan, 4, and Bruce, almost 3.

"Kept myself out of the walking army by applying and receiving a commission in the USNR in the spring of 1944. Wound up as assistant boat group commander on an attack personnel transport, and saw action in Iwo Jima and Okinawa. Was in Tokyo Bay when the surrender was signed. Won a singular distinction which I treasure highly: I was afloat every night for a solid year.

"Came to Convair to start a company employee paper and a recreation program and promptly broke out with a rash of small warts. Discovered it was my artistic instinct trying to break out. Haven't had one since I started drawing for MANAGE. It had to come out somehow."



"THEREMIN" PLAYER—D. F. Carnes, Jr., one of world's few theremin players, applies his "haunted hands" technique to entertain members and guests of Convair Management Club at organization's annual Ladies' Night dinner-dance in Hotel San Diego. Rare instrument is an electronic device which produces violin-like tones as the player places his fingers in proximity to contact points. Carnes is in the Planning and Tooling Department of Consolidated Vultee's San Diego Division. (CVAC Photo)

The judge had just awarded a divorce to a wife who had charged non-support.

"And," he said to the husband, "I have decided to give your wife \$50 a month."

"That's fine, judge," the man replied, "and once in a while I'll try to slip her a few bucks myself."

Fact and Opinion

By The Editor

America's Joe Green. . . . "Joe Green is one of the best men we've got in the machine shop in our company garage. His right leg was smashed up in an automobile accident two years ago, but that hasn't affected Joe's hands. And his hands and know-how are what we hire.

"Joe's been with us nearly 18 months. He came in looking for a job after he'd left the hospital. Told us he'd formerly worked as floor mechanic in a garage but that job was out now. He had a wife and three kids to support, but he didn't pull any sob story. Just explained, matter-of-factly, that the employment service people had given him an 'okay' for a shop job at which he didn't have to stand on his feet all day.

"Our company doctor passed him provided that he be placed on a job that would not require constant standing. We put him on the pay roll. In a matter of days he'd got the knack of the machines in the shop. Today there's not another man on the job who is a steadier worker or has a more consistent record of production.

"Safety? Maybe it's because of his accident that Joe is extra careful. He just doesn't take chances. And, next to old Bill McKeever who hasn't missed a day in 15 years, Joe's got the best attendance record in the shop.

"You couldn't pry Joe Green loose from us. We've let others go, but we're holding on to Joe Green."

That's one employer's story—only

one of many. What about your hiring policy?

Repeated surveys show that workers with physical handicaps can do as well, or better, on any job that is within their capacity to perform.

Hiring the handicapped is not—and should not be—an act of charity. You're hiring a worker's *ability*—not his disability—and at the same time it takes an extra hard-boiled person not to have some feeling of satisfaction in being able to give a man a break at the time he needs one the most.

October 2-8 is "National Employ the Physically Handicapped Week." Let's not forget about America's Joe Greens during the remaining 51 weeks.

Ceremonies for presentation of company service pins are increasingly popular and we believe they are helpful in improving employee relations. Because there are a great many such presentations, however, their handling is apt to become routine. Cartoonist Eldon Frye this month expresses the employee's possible reaction to the routine type of camera coverage. Any refreshing change here would be helpful.

There is another detail which is often overlooked. It's the possible reaction of the employee who is presented his pin by someone with less service than he. If possible to arrange it, we'd suggest a senior (in point of service) do the "badging."



"I have nothin' against YOU, boss, and I appreciate the HONOR, but HASN'T ANYBODY EVER FIGURED OUT A DIFFERENT WAY TO POSE THESE DAM' SERVICE BADGE PICTURES?"

Foremen, supervisors, executives at work . . . democracy at work . . . was more in fact than fancy the unexpressed theme of this year's annual meeting of hundreds of National Association of Foremen members in Detroit during September. Preparations necessary to insure adequate handling of the maze of details in any convention running above 1000 in attendance are almost unbelievable—until one lives through them. This year, scores of Detroit management men, from foremen to executives, labored tirelessly in necessary committee sessions, and in carrying out local committee planning.

In a sense this year's NAF convention was unlike its predecessors. It was a serious educational meeting primarily for the membership. This appears to be proper, now that the Association has reached a stature of 40,000 members.

Moreover, its planning and execution was handled by members of the local management clubs in the Detroit area—a developmental factor of considerable importance to the supervisors involved.

We suggest, in retrospect, that the Association's affiliates throughout the U. S. A. owe a tribute to the Detroit area groups for such a splendidly executed meeting. For our part we shall venture to say it now in their behalf: "Congratulations, men—it was top-flight!"

Our advertisers are very important to us as American foremen in our endeavor to have a medium through which to exchange ideas among ourselves and with our executives. We hope our publication is worth to them the \$400 a page (single insertion rate) it costs them to advertise in it. If it's not, they'll know it pretty quickly—and then we lose a customer. Several advertisers have indicated availability of free booklets about their products. We hope you men are interested enough in the financial success of your magazine to send for such material and give it a careful reading and their products every consideration. Remember that "reciprocal trade" is as important between companies as it is between nations. You will do yourself a favor as a subscriber or association member if you will (1) read our ads carefully (2) send for literature offered (3) advise your purchasing departments of your interest and the reason for it and (4) requisition our advertiser's products where they can fill your needs. What say, men? Let's do it today.

Our Contributing Editor Fred Clark, chairman of the American Economic Foundation, is being congratulated and thanked for his clear cut explanations and counsel on economic problems by (1) Dominion of Canada Council of Foremen's Clubs (banquet speech at their Fifth Annual Convention); (2) The New Zealand National Party (address before the Dominion Council of the Party—several Clark books now

circulating among them and M. P.s); Junior Achievement, Inc. (dinner address in May); Industrial Editors Association (luncheon address at their recent convention.) Typical of the comments was that of William Gentry of New England Mutual Life Insurance Company: "Your sound approach to the need for more simple business arithmetic and more understandable economic language was well received by the editors"; and from the president of the New Zealand National Party: (ex-

cerpt) "I should like to say, too, that your direct and forthright comments on the political and economic situation in New Zealand, taken from interviews with you on your return to the United States and cabled out here for publication in the New Zealand press, were most stimulating."

We add our own congratulations, Mr. Clark, on the far-reaching work you are performing so effectively in the interest of a better understanding of our economic system.

themselves of their needs and wants in order to be effective management men.

Whereas we do not have the staff to conduct this program in every plant and club in the nation we do accept the responsibility for qualifying individuals within a given club, through a Leadership Training Program and the Code of Ethics Conferences for all members of the management team. As a training man I think you can appreciate the desirability of getting men thirsty so-to-speak for self-improvement. This program works in that direction and will prove effective if the Company will then follow-up in meeting the requests of the men.

DEVELOPING MANAGERS...*Grow or "go".*

"The human individual lives actually far within his limits. He possesses powers of various sorts which he habitually fails to use. He energizes below his maximum and he behaves below his optimum."—William James

Answer Please

Educational Editor Levy receives hundreds of queries from our readers regarding management problems. Insofar as these questions are of general interest to management men he, in addition to giving the individual a personal answer, includes in **MANAGE** the suggested answer or solution offered from the many top sources of information available to us.—Editor.

Question—Why do some foremen think they and their job are less or lower than they really are?—A. C. K. (Detroit).

Answer—A very high percentage of foremen come from the rank and file. When they are promoted to foremen some bring with them the mental attitudes, feelings and ideas which they had as workmen. They think and feel that they are men who take orders rather than give them. Since a man tends to whittle a job down to his own size and since this type of foreman still thinks of himself as being the same size as he was as a workman, he looks upon his new job as being lower than it really is.

Actually, the job of being foreman is a big one and most foremen are potentially big enough to fill the big job—but until the foreman can rid himself of his old ideas, feelings and attitudes he will have a tendency and think of his job as lower than it really is.

Question—As Chairman of the Education and Training Section of our Club, I am interested in obtaining more information regarding the following as listed in the **FOREMEN'S CLUB MANUAL**: Management Unity Seminar, Code of Ethics Conferences, Supervisory Training, Conference Leadership

Training, Club Officer Training, Management Library Service and the Training Library.—R. O. M. (Chicago.)

Answer—You state that as Chairman of the Education and Training Section of your Club you are interested in obtaining more information regarding services listed in the Foremen's Club Manual. I will attempt to elaborate on the information, point by point.

MANAGEMENT UNITY SEMINAR

Since March 1948 we have conducted eighteen Seminars. We attempt to

By

"Bill" Levy

Educational

Editor



provide a program of a week's duration on general principles of business, human relations and NAF, and culminate the week with consideration of specific problems on human relations. We feel this is the finest service we have to offer to any man in NAF provided his company is willing to send him to Dayton and bear the travel and living expenses. (The program formerly was conducted on the basis of \$500 per registrant when the participants were non-members of NAF. There is no such fee for any member of an established NAF-affiliated Management Club.) The president of each Club is advised in advance of the date of the next Seminar.

CODE OF ETHICS CONFERENCES

NAF has been the chief proponent of the concept that management can and should be a profession. Over the years it developed a Code of Ethics for management men based on principles of human relations which are paramount to good management. This is a six to nine hour program which is offered to members of the Association and serves the purpose of getting men to "open their minds" so-to-speak and express

SUPERVISORY TRAINING

We have adapted from Professor Spriegel's book, "Elements of Supervision," a manual which contains source material for conferences on those common elements of supervision which apply to any company regardless of product. A man who has been qualified as a conference or discussion leader can use this material for a program of indefinite duration on general conferences.

CONFERENCE LEADERSHIP TRAINING

One of the most effective methods of conducting supervisory training is the conference method. It has a great appeal because of its informality and when used properly is very effective. We train and qualify conference leaders in a program of 15 to 25 hours duration. This is done periodically around the country. If your club is interested we can make provision to train men from within your company, providing you give us sufficient notice.

CLUB OFFICER TRAINING

We feel very strongly that club officers are the spark plugs who determine in a large measure club success or failure. A program of three to six hours has been developed and is offered to all club officers, including board of control and committee members. We have provided this periodically upon request from clubs in a given area. The program itself deals primarily with functions of officers, club programming and other essentials.

MANAGEMENT LIBRARY SERVICE

Under separate cover we are sending you a Book Guide which contains a listing of titles contained in our Library in Dayton. This is available to all members upon request and the books are sent in a handy carton to their door with a note that upon completion of the reading of the book, or within the given loan period you attach 8¢ or 6¢ in stamps on the carton and put it back in the mail box. We attempt to keep abreast of all of the latest books on management subjects and you can read one to fifty books a year, if you so desire.

TRAINING LIBRARY

We contacted approximately 1200 companies who are tied in with NAF

and requested that they supply us with a successful management training practice which they had used. These were compiled and included in our Training Library Guide. A copy of this is enclosed and you may obtain any of the listings on a loan basis.

Question—Can you tell me where I can get a copy of "How to Remember Names, Places and Dates"?—J.R.P. (Pennsylvania)

Answer—We do not have a book with this title in our Library but in checking we find that a book entitled "How to Remember Names and Faces" by Robert Nut may be obtained from Simon and Schuster, Rockefeller Center, 1230 Sixth Avenue, New York, N. Y. The cost is \$2.50.

Question—Please send some of your ideas for the indoctrination of 100 assistant foremen who have just recently been admitted to our club.—H. E. (Niagara Falls)

Answer—Let me call your attention to the July issue of MANAGE Magazine which contained a very complete plan developed by the North American Aviation Club in California. I can recommend careful reading of it.

I will also offer you, at this time a few off-the-cuff ideas that I picked up around the country.

It is important that the new members be made to feel a part of the organization. Therefore, I would suggest a technique such as providing them with special badges or ribbons at the first few meetings and charge your Booster Committee or Greeting Committee with responsibility for making them feel at home and mixing with the older members. I would also introduce them to the group at large designating their departments and type of work. This may be done at several meetings if you have a large group.

Assuming you have a large number of new members I would recommend a formal program consisting of possibly four 2-hour sessions held weekly. The content of this program might be:

1. "NAF — What it is and How it operates." This could be presented by the director in your area who would emphasize the national picture giving history, purposes, organization and services.
2. "Your NAF Club." This could be presented by your president or one of the past presidents who could give the history, purposes and organization of your local club.
3. "Your Company and the Management Club." Here you might have an official of the company or the industrial relations director present the relationship of the company to the club, their reaction to the club itself and how the two work hand in hand in the development of the individual management man and the company.

4. "Your Role in the Management Club"

In this session a member of long standing in the club may present to the group what the member is expected to contribute to the club and what he may expect to get by participating. What are some of the characteristics of a good member?

In all these sessions I would recommend a brief presentation of 30 to 45 minutes and then an extended discussion, question and answer period. If you have sufficient personnel it might be well to conduct a few of these sessions on a panel basis with two to four men making 10 to 20 minute presentations followed by questions and discussions. If this procedure is adopted I would suggest a competent discussion leader.

Incidentally, if you have someone qualified to handle the "Code of Ethics", I can recommend it for a session built around "Management as a Profession". If you will check with Al Thompson, Works Manager of Pratt & Letchworth Company, Inc., at Buffalo, New York who is our senior director in Buffalo he can advise you as to men qualified to discuss "Code of Ethics" as well as possibly serving on one of your programs. The Area Council in Buffalo may also prove a helpful source in assisting you with your program.

If you do conduct a formal indoctrination program for your new members I would suggest that upon its conclusion recognition be given to the group in the form of a certificate or note which can be presented by the chairman of your Educational Committee. I would recommend that the Educational Committee itself be charged with the responsibility of developing the indoctrination program as one of their functions. I will be very happy to work with the group through correspondence and actual ideas.

Just a few more thoughts that came to me.

I would suggest that somewhere in the program you outline the history,



"Well, Brown & Company on the second floor is buying, but Morgan & Company on the third floor is selling, so I don't know what to advise you today."

organizational set-up, objectives, educational facilities and advantages of membership in the Club. Someone might present, in addition to the previously mentioned items, such areas as the mechanics of the club itself.



HELPS and HINTS . . . For Management Clubs and Their Members

Topics . . . For Foremen Articles

These suggested topics about which foremen can undertake writing articles for publication comes as the result of requests from several foremen organizations. There are many other constructive subjects which this list may suggest. In submitting articles for MANAGE, foremen should clear them in proper company channels, just as do executives and middle management men.

We believe exchange of ideas through articles written by foremen is important. Many company executives agree. We hope to have an article on "how to write articles" soon. Management clubs now including public speaking in their educational programs may also wish to offer instruction on "business writing": business letters, reports, articles. Below is the suggested list.

SAFETY

1. Our most effective technique in keeping our workmen safety conscious.
2. My best "stroke" for safety.
3. How we cut accidents and accident costs.
4. Effect of our plant safety programs on accident prevention in employees' homes.
5. How we use accidents to illustrate and educate regarding safe practices.
6. Which are more effective (1) posters, (2) conferences, (3) films, (4) bulletins, (5) on the spot instruction to individual employees.

HUMAN RELATION IN MANAGEMENT

1. Most effective way of handling absenteeism.
2. Most effective way of handling late-for-work.
3. Most effective way of handling:
 - (a) The worried workman
 - (b) The big-shot workman

October 1949 MANAGE

- (c) The timid workman
- (d) The smart aleck workman
- (e) The complaining workman (chronic)
- (f) The lazy workman
- (g) The careless workman
- (h) The trouble-making workman
- (i) The gossiping workman
- (j) The unfair or selfish workman.

4. My best method of winning employee confidence and loyalty.
5. How I discipline my men.
6. How I handle employee complaints.
7. How I keep acquainted with employee out-of-shop interests, problems, activities, etc.
8. Illustrations of value of knowledge about employees' outside interests and problems, or their strong and weak characteristics, in dealing with them on the job.
9. How I handle employees who take advantage of off-the-job relationships.
10. How I sell my superiors in management to my men.
11. How I learned to hold my temper.
12. Illustrations of value of "giving full credit" in winning loyalty of my men.
13. Illustrations of bad effects of unequal treatment of employees.
14. How I win cooperation from foremen in other departments.
15. Importance of proper handling of suggestions from my men—how I make them feel their suggestions are welcome.
16. Techniques useful in selling my men on teamwork.
17. How I keep good relations with shop stewards.
18. How I encourage my men for good work, good behavior, promptness.
19. Important factors in handling the new workman.

ECONOMICS

1. Effective devices I have found in selling men on high-level productivity.
2. Effective techniques in selling my men on waste elimination.
3. Effective methods with my men to insure quality production.
4. How I explain company profits, depreciation reserves, and sell my men on earned surplus reserves for plant expansion.
5. How I combat socialistic ideas among my men.
6. Most effective facts I have found to keep my men enthusiastic for a stronger American competitive system.
7. How I sell my men on the importance of the role of tools (plant machinery, etc.) to their own economic well-being.
8. Inflation is a big factor in "cost of operating" the same as in "cost of living." What ideas are effective in selling this truth to my men?
9. Ideas I have found helpful in selling my men on importance of maintaining independence of the individual.
10. Growth of government control of industry—how I counsel with my men on its dangers.

COMMUNICATIONS

1. How I keep up-to-date on labor contracts.
2. Most important provisions in labor contracts foremen need to keep posted about.
3. Facts about "My Company" a foreman needs.
4. Most effective ways to communicate company policies and facts to workmen.
5. Sources of information foremen have found helpful.
6. Important techniques in communicating with my superiors.
7. Provisions in labor contracts regarding which foremen can make practical and important recommendations in advance of negotiations.

HELP NEEDED BY FOREMEN

1. Types of information foremen need on economics:
 - (a) Company facts
 - (b) Industry facts
 - (c) American Competitive System facts
2. Types of information foremen need on safety. (a) Company (b) Industry
3. Types of information foremen need on human relations.
4. Types of information or know-how foremen need to better train their men.

Recording

We are indebted to one of the clubs in the Midwest for this idea. The president of the Company makes a recording of the highlights of one day's activities in his office; just an average day.

MANAGE October 1949

At the next meeting the recording was then played to the club members. Questions and discussion followed.

The novelty of the idea appealed greatly to the members and furthermore gave them an insight into some of the problems with which their chief executive was faced daily. It proved to be one of the most outstanding meetings of the year.

Prize or Forfeit?

Most clubs are on the lookout for a technique that will tend to make the meeting more alive. Here's an idea that came out of the East.

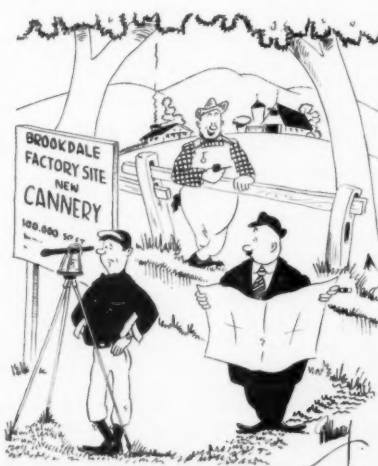
Three to five door prizes are offered at each meeting. The winners are determined by a drawing based on those members who are present. Here's the unique twist, however. Instead of these five numbers being drawn, ten are selected. The odd numbers receive prizes, the even numbers are required to put on some little stunt at the next meeting. This may be a song, an act, an imitation or any impromptu offering. Thus the club gets some extra entertainment and every one has a good time.

Spin the Wheel

Many small clubs around the country have inquired about the possibility of some simple plan by which they could raise \$25 or \$50 for a Scholarship Program. We picked up this idea during one of our visits to the South and it might help you.

This club had a wheel which they can spin. Around the circumference of the wheel are numbers from 0 to 50. Each member who comes late to a meeting is required to spin the wheel. He then pays a fine equal to the number that comes up. (Incidentally, there are far more numbers over 25 than between 25 and 0.)

The money that is obtained in this manner is put into a special fund and used to provide scholarships for a young man or woman in the community.



"If you fellers need any help, see Maw—she's done lots of canning."

CALENDAR

Oct. 4	Industrial Packaging and Materials	
-6	Handling Exposition	Detroit
Oct. 17	NAF Seminar	Dayton
Oct. 28	Western Pennsylvania NAF District Meeting, Neville Island	Pittsburgh
Nov. 17	5th Annual Regional Conf. of Louisville Area Assn. of Management People	Louisville
Dec. 5-9	NAF Seminar	Dayton
1950		
Jan. 9	Management Development Institute (West Coast)	Los Angeles, San Francisco, San Diego, Portland, Seattle
Feb. 6	NAF Seminar	Dayton
-10	Management Development Institute	Syracuse
Feb. 24	Management Development Institute	New York
Mar. 24	NAF Seminar	Dayton
Apr. 3-7	Management Development Institute	Cleveland
Apr. 17	Management Development Institute	Pawtucket
May 8	Management Development Institute	Chicago
May 12	Management Development Institute	Chicago
June 12	NAF Seminar	Dayton
-16	Management Development Institute	Fort Worth
July 10	Management Development Institute	Huntington
Aug. 7	NAF Seminar	Dayton
-11	Management Development Institute	St. Louis
Aug. 21	Management Development Institute	Toledo
Sept. 11	Management Development Institute	Toledo
Oct. 9	NAF Seminar	Dayton
-13	Management Development Institute	Dayton
Oct. 23	Management Development Institute	Knoxville
Nov. 6	Management Development Institute	Chicago
-10	Management Development Institute	Chicago
Nov. 20	Management Development Institute	Dayton
Dec. 11	NAF Seminar	Dayton
-14	Management Development Institute	Pittsburgh
Dec. 18	Management Development Institute	Pittsburgh
-22		

The wall that protects industry is morale. It is made up of hundreds of thousands of small units like mosaics. These are feelings, the feelings of your workers, how they feel about senior and junior executives, about their jobs, their incomes, their opportunities.

These emotional reactions govern their behavior and must be considered in any attempt to secure their loyalty and cooperation.

An Irish and an English couple went on a vacation together. They were most affable. In the afternoon, while the men played cards, the women would go fishing, for both of their husbands were very fond of fish. One day, Mrs. Clancy got a nibble on her line. After great difficulty she brought in her catch—a great big eel. The English woman enthused: "I say, Mrs. Clancy, you have an eel for your husband."

"Yes," snapped Mrs. Clancy, "and you've got a jerk for yours!"

—Pure Oil News

At a religious meeting in which all faiths were represented, one woman got up and asked loudly, "Is there a Christian Scientist in the house?" From the far side of the room a man answered, "Yes."

Then she asked, "Will you change seats with me? I'm sitting in a draft!"

—Edith Gwynn's Syndicated Column



"TWELFTH NIGHT" scene at a Ladies Night event, so popular among management clubs—"Twelfth Night" from the fact that this club holds monthly stag meetings eleven nights of the year, but shares the twelfth night with the ladies. The term "Twelfth Night" is an excellent one for such events—should sound invitingly romantic to members' wives, sweethearts.

Management News

Lower costs plea by Mansfield pottery

Mansfield, O.—In a letter to their suppliers, which might well serve as a basis for an industry-wide campaign, Warren J. Drouhard, purchasing agent for the Mansfield Sanitary Pottery, Inc., Perrysville, Ohio, appealed for lower prices in the belief "that only today's capacity production is the answer to tomorrow's lower prices." The letter which could serve as a model to anyone wishing to use it follows:

"Gentlemen:

"As you know, production has surpassed demand (?) in practically all lines. Our line, being part of the building industry, has been one of the last to catch up with demand. When we say 'Caught up,' we mean at today's selling prices. This information we have obtained from our distributors and jobbers. From all indications this means little business at today's high prices, but more business than we can handle at down-to-earth prices.

"In order to keep our people working and our plant operating at peak production, we have drastically reduced prices on all items we manufacture. It is our belief that only today's capacity production is the answer to tomorrow's lower prices.

"At this point, we wish to appeal to you, our suppliers, for lower prices. We,

here at MANSFIELD, are certainly concerned about the welfare of our employees. If you feel the same for your employees, we are positive you will endeavor to cut all corners regarding prices.

"Unless we have your help, we can't possibly continue to sell at the extreme prices we are today. We have had a few price reductions, but not enough and from too few suppliers.

"In closing, there is one other point we would like to bring out and that is—the nearer your customers operate at peak production, the nearer you will operate at capacity."

Sponsor Cub Scout Pack

Youngwood, Pa.—Robertshaw Foremen's Association is now the proud parents of a new Cub Scout Pack in Youngwood. In organizing the Cub Pack, it was necessary to have the consent of parents as the boys are 9, 10, and 11 years of age. Three meetings were held (May 20th, 27th, and June 3rd) in the plant cafeteria of the Robertshaw Fulton Controls Company with parents present. A scout organizer from the Greensburg troop was present at all meetings and explained the duties to the parents and told what their responsibilities would be. Movies were also shown at each meeting.

Formal installation of the Pack and

presentation of the charter was held in a very impressive candlelight ceremony. Games and a light lunch followed this meeting.

George Crock, vice president of the Foremen's Association is chairman of the Pack. Ralph Kiggins, chairman of the board of directors of the Association is the cubmaster; Oyslne Jones is the assistant cubmaster. At present, there are 15 charter members of the Pack. It is expected a large number will be enrolled during school months. Four den mothers have been assigned the duties of presiding over the weekly meetings.—L. J. Zink.

Jean Adams arranges Ohio BUC speakers

Dayton—Ohio affiliates of The National Association of Foremen may now call upon the Speaker's Bureau of the Ohio Bureau of Unemployment Compensation for speakers and discussion leaders on a wide variety of subjects pertaining to the BUC's operations, the Ohio employment stability program, and employers' and workers' rights and obligations under that program.

Arrangements for this speaker's service, offered at no charge, were completed recently by Mrs. Jean B. Adams, secretary of the NAF and MANAGE Magazine subscriber relations director, following consultations with BUC Administrator Frank J. Collopy, according to a Bureau press announcement.

Collopy pointed out that the BUC Speaker's Bureau, in operation for the past two years, was an integral part of the BUC's effort to inform Ohioans as to the essentials of both the BUC's Employment Service and Unemployment Compensation operations.

Among specific topics which BUC speakers are prepared to discuss are farm recruitment, industrial development, occupational testing, aid to the veteran and to the physically handicapped as well as qualifications and requirements inherent in the unemployment benefit program as it affects both labor and management.

Local NAF groups, interested in taking advantage of the BUC Speaker's Bureau, may either contact any one of the BUC's local offices or write directly to: Chief, Public Relations, Ohio Bureau of Unemployment Compensation, 427 Cleveland Ave., Columbus, Ohio. Groups desiring speakers should forward requests at least 10 days in advance.

Wage incentive plan helps Textileather

Toledo—"Sustained employment is one of the prime responsibilities of management in any industry," said Jules D. Lippman, president of Textileather Corp., here, in a recent message to employees. "Sustained employment is best achieved," he said, "by manufacturing products at a price as low as that of any competitor."

Textileather's major step in that direction was installation of a wage incentive plan in cooperation with labor, represented by the Textile Workers Union of America.

"Increased productivity and higher take-home pay have resulted from this agreement," Mr. Lippmann said. "In addition, Textileather has, during the last year and a half, invested more than \$600,000 in new buildings and equipment, which helps provide further assurance of job maintenance."

Textileather Corp. manufactures supported and unsupported plastic fabrics for all applications in which those materials are used.

Nichoson at Doehler-Jarvis

Batavia, N. Y.—The Doehler-Jarvis Foremen's Club opened its 1949-50 season with a supper meeting at the American Legion Home, September 7. Approximately 60 members attended and were privileged to hear one of the foremost speakers in the country on the subject of supervisory personnel in industry, Alexander A. Nichoson, "Texaco's Ambassador on Wheels."

Mr. Nichoson, assistant to the vice president of the Texas Company, has been touring the country the past 20 years addressing supervisory and executive groups. His talk, "The Science and Art of Handling People", dealing with the supervisor's position relative to management and workers, was presented in a characteristic style of rapid-fire delivery interwoven with humor.

The remainder of the meeting was devoted to setting up a tentative schedule of meetings and activities for the coming year and the viewing of sports movies.

Dean Page, past president of the Club, was appointed to attend the national convention of the National As-

sociation of Foremen in Detroit, September 21-24.

John Daniels, recently from Pottstown, Pennsylvania, and now on the sales force of the Batavia Plant, also became a member of the Foremen's Club Wednesday night.

October's meeting will feature a report on the national convention and showing of movies.—P. Schogoleff.

G.A.C. talks football

Lynwood, Calif.—Sixty members and seven guests of the Grayson Administrative Conference attended the regular meeting August 23 at Peters Restaurant.

Henry (Red) Sanders head football coach of U.C.L.A. was the principal speaker and as "Happens Every Fall" King Football was the topic of his talk.

Mr. Sanders presented one of the most interest absorbing messages the members have enjoyed for some time. His knowledge of the topic, his down to earth presentation, coupled with lively sense of humor, gave those present a feeling of relaxed interest.

While Red Sanders talk gave little reason for his listeners to expect a championship team from the University of California at Los Angeles, the man himself left the impression that he could extract the best from his men and in a sense left a lesson in good management since a coach is a manager of men. Whether one is a U.C.L.A. fan or not, U.C.L.A. will have many friends while they have mentors of Red Sanders' calibre.

At the conclusion of the feature talk, guests were introduced among whom were Messrs. M. J. Caparone, Hal Rice, Bob Main, and Charles Gatton from the Robertshaw-Fulton Research Laboratory and Messrs. Art Hartman and Cummings of Mission Appliance Company.

Seventy-five dollars was voted to cover the next NAF Coordinating Council meeting which the G.A.C. will sponsor in November.

The three "mugs o' the month" were awarded to Don Hart, Al Casey and Tom Pender.

Sam Eskin, director of research in the Robertshaw-Fulton Hollywood Laboratory, was awarded a ten-year service pin by T. T. Arden.

The meeting adjourned with the Pledge of Allegiance.—Joe McMillan.

Stockholders "Meeting of the Air"

Minneapolis—A "Stockholder's Meeting of the Air"—believed to be the first in radio and business history—was scheduled for September 13. Pillsbury Mills, 80 year old expert in the flour milling business, arranged to broadcast its annual meeting through CBS station WCCO in Minneapolis, as a "special events" program.

It is understood this is the first time a corporation's annual meeting has been opened to the public by radio.

"Business, and its methods, are everybody's business," said president Philip W. Pillsbury. "We propose bringing the facts of our company's operations to everybody by the most dramatic method possible—radio."

"We believe it is management's obligation to make it public because the growth and success of any modern business depends on the public."

The program was designed to explain the structure of an annual meeting and describe the legal transactions—include short reports by top executives on the company's operations.

Hundreds of recordings of the broadcast were to be made for distribution to schools for education in business methods.



Barber Shop Harmony is a standard feature at all Douglas El Segundo Management Club meetings. Joining Francine Fay, accordionist, in song are (left to right): Earl Luff, chief inspector; Spud Barlow, plant accountant; Ken Benfield, chief of material; Fran Brown, office manager, Howard Smith, tooling.



Not even a leg broken in a recent auto accident can keep Jim Sherman away from his Douglas El Segundo Management Club meetings. He was on hand as usual at the August meeting, acting in his regular capacity as ticket taker. Shown (left to right) are: Bud Gage, John Allen, Jim Sherman.



B. W. Messer, vice president in Zone A, shakes the hand of Dave Perkins, president of the Solar Management Club in San Diego, during Charter Presentation Ceremonies. Meeting was held in Axtex Room of Altes Brewing Company in July. Needless to say, everyone had a very enjoyable evening with refreshments furnished by the Altes. "Best wishes, Solar!"

Unique stunt in AC Spark Plug promotion

Detroit—A unique sales promotion stunt, which is expected to attract much attention in the automotive service field, has been introduced by Jack Hines, general sales manager of AC Spark Plug division of General Motors.

Hines is sending every one of his field salesmen a good looking but inexpensive finger ring, packaged in a rich, gold and purple plush box. The ring's setting is made of Coralox, the sensational new material from which AC spark plug insulators are made.

The rings will enable AC salesmen to give a dramatic demonstration of the Coralox insulator when contacting the trade. Coralox, a synthetic product,

belongs to the family of Oriental rubies and sapphires. It is next to the diamond in hardness.

In their demonstrations, the salesmen will use an ordinary jelly glass, on which they will scratch with the diamond hard Coralox ring the letters AC.

Hines feels that the demonstration will be particularly impressive in establishing the pre-eminence of the AC spark plug insulator because of association of ideas: likening the strength of Coralox with that of the diamond.

Supplementing the Coralox ring is an attractive booklet "How Your Customers Can Get the Most Out of Spark Plugs". This is an instructive piece of service literature prepared with an economy of words.

The rings are part of a Fall Spark

Plug selling campaign in which AC tells the public the importance of preparing the car for cold weather driving.

Colorful posters of a bird-hunting scene, captioned "Get Ready" constitute the advertising theme, which will be supported by full pages in national magazines and automotive trade publications.

New Solar Club

Des Moines, Iowa—A new Solar management club, composed of office and factory supervisors at the Solar Aircraft Co. plant here, was organized August 16 at the plant cafeteria.

The group includes 124 Solar supervisors and is intended "to promote a professional spirit among management people."

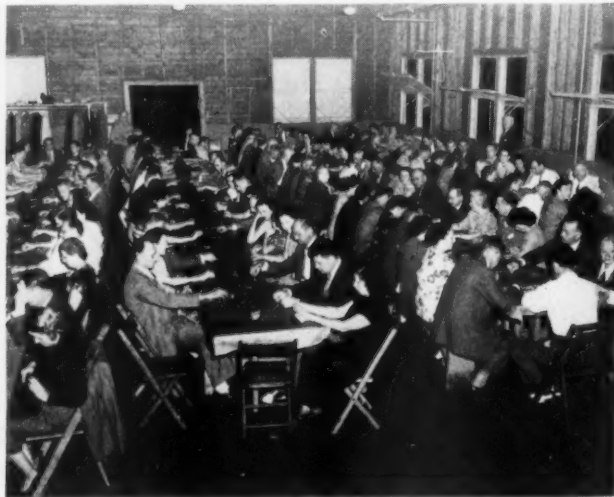
Club members elected Gene Midgordon, president; George Gargano, vice-president; Sid Snodgrass, secretary; and Ed Braniff, treasurer.

The club is affiliated with the National Association of Foremen and is described as an educational organization.

Pipe Bowl game at Lorain this year

McKeesport, Pa.—One of the highlights of the 1948 program of the National Works Foremen Club was the August 23 annual ladies night, attended by more than 350 persons. Taking the ladies along, you know, one night of the year, sort of insures a man's getting away from home for the other swell meetings and affairs we have at other times.

Arrangements were completed by the National Works Club for the annual "Pipe Bowl Football Game" between the McKeesport High School and the Lorain, Ohio high school teams at Lorain the evening of September 23. A special train was being chartered at McKeesport for the trip. It was ex-



Bubble Blowing Finalists at National Works Foremen's Club annual ladies night (left to right) Louis Seeger, Sr., past president; Gunnar Sanderson; Mrs. Sanderson. Shown also is partial view of supervisors and their ladies attending the event—enjoying another contest.

pected that the members and friends of the foremen at National Tube would be accompanied by large delegations of other citizens of the Western Pennsylvania district. The game was inaugurated last year by the foremen's clubs at McKeesport and Lorain. The Lorain club was set to play host to the McKeesport club members while in the Ohio city. Jim McGettigan, president of the McKeesport club, scheduled to be at the convention in Detroit that night, but planned to fly over to Lorain long enough to see the game and enjoy the festivities as the two big clubs get together.—Eyron L. Parke.

W. Penna group plans conference

Youngwood, Pa.—Ninety-six representatives from 11 foremen's clubs attended the quarterly meeting of Western Pennsylvania "NAF" Affiliated Clubs at Youngwood, Pa., August 20.

Robertshaw-Fulton's J. A. Baughman and his willing workers planned a well balanced and enjoyable afternoon of horseshoe pitching, darts, volley ball, boxing contests. With exception of Dravo's A. G. McGinnis, who fought grueling 12 rounds on the outside of the ropes, all the guests came through the fights unscathed.

Accompanying photos reveal the "closeness" of the horseshoe contests.

The most popular activity, as usual, was the outdoor picnic supper of ham, corn on the cob, and all the fixings.

The degree of interest in the Affiliated Clubs is shown in the attendance of foremen from such progressive clubs as Blaw-Knox Division, Pittsburgh; Dravo, Pittsburgh; Duraloy, Scottsdale; Lewis Foundry, Pittsburgh; National Tube, McKeesport; Pittsburgh Coke and Chemical, Coraopolis; Pittsburgh Screw and Bolt, Pittsburgh; Phoenix Rolls Division, Pittsburgh; Robertshaw-Fulton, Greensburg; Spang-Chalfant, Etna; and Universal Cyclops, Bridgeville.

Six club presidents — Baughman, Robertshaw-Fulton; McGinnis, Dravo; Bartley, Pittsburgh Screw and Bolt; Mercer, Duraloy; McGettigan, National Tube; and Smith, Blaw-Knox Division; two directors, Grissinger and McCann, the latter also vice president of the NAF, and numerous club past presidents—were present.

The Association is proud that Jimmy McGettigan, president of National Tube Foremen's Club, and Merle McAllister, past president of the Dravo Supervisors Club, have been sponsored as directors of Area "D".

Secretary Bartley, Pittsburgh Screw and Bolt, who previously sponsored having a seminar in the Pittsburgh district, realized that fond hope when T. A. McCann announced a seminar would be held here in the near future.

Co-chairman McAllister, Dravo, suggested a conference be arranged for the Pittsburgh district. Plans are presently being drawn up to fulfill this suggestion. Watch for later word concerning this important step in the



Activities were varied at August quarterly meeting of Western Penna. NAF Affiliated Clubs at Youngwood, Pa. Horseshoes here engage (left to right) Bill White, Blaw-Knox; Tom Royston, Bill Clutter, Bob Forrester, of Pittsburgh Screw and Bolt. Field canteen corps are Robertshaw-Fulton men while enjoying the fruit of their efforts are (left to right): C. Kuester, chairman, W. P. "NAF" Affil. Clubs; E. Grissinger, director "D" area; J. McGettigan, president National Tube Club; S. Steiner, former director "D" area; T. McCann, NAF vice president; Company Executive Grace, Robertshaw-Fulton Co.; M. McAllister, co-chairman and J. Smith, treasurer, W. P. NAF Affil. Clubs.

Western Pennsylvania Association.

A word of welcome and commendation by Vice President Grace of the Robertshaw-Fulton Company was well

received.

The next quarterly meeting will be held at the Dravo Corporation cafeteria Friday October 28.—J. C. Smith.



SPORTS NITE at Yorkville Works Management Club (Wheeling Steel Corporation) discloses this imposing array of top football coaching talent as club guests (left to right): Navy's Head Coach George Sauers; Princeton's Head Coach Charles Caldwell, Jr.; Mississippi State Head Coach Arthur "Slick" Morton; also present was Ted Cox, Company director of personnel, ex-Tulane coach. Attending August event were 100 members.

Several NAF company Execs lead M & M meet

Los Angeles—Leading authorities on employer-employee relationship programs have been named by the Merchants Manufacturers Association as discussion leaders for the M & M's forthcoming Seventh Annual Employer-Employee Relations Conference—October 17 to 20 inclusive in world-famous Palm Springs, California.

The informal, discussion-type session is presented by the Los Angeles employers group for the benefit of policy-making management executives of leading concerns in the industrially important Southern California area.

Named as conference leaders:

T. T. Arden, executive vice president, Grayson Control, Division of Robertshaw - Fulton Controls, assisted by Vernon Pope, supervisor; Don Belding, chairman, Executive Committee and Jack Smock, vice president, Foote, Cone & Belding; E. S. Bowerfind, director, Public Relations, Republic Steel Company, Cleveland, Ohio; Howard M. Dirks, vice president, Carrier Corporation, Syracuse, New York.

George S. Dively, president, Harris-Seybold Company, Cleveland, Ohio; Alfred J. Marrow, president, Harwood Manufacturing Company, New York City; Allen H. Mogenson, Lake Placid, New York; James J. Nance, president, Hotpoint Incorporated, Chicago, Illinois; and Ewing W. Reilley, partner, McKinsey & Company, New York City.

Open house at Clark

Battle Creek, Mich.—A buffet luncheon and a plant tour were featured at an open house meeting last night at the Clark Equipment Co., sponsored by the Clark Foremen's Club for wives of the members and friends. Club Presi-

dent Roy Hedstrom said more than 100 persons attended.

The buffet luncheon, prepared by Mr. and Mrs. Clyde Smith, assisted by several other members and their wives, was held in the plant cafeteria. William Wright was head waiter and announcer.

Following a short business meeting, the party adjourned to the Clark plant and offices, where the tool room was shown in operation. After that, Henry Steele explained various phases of machining operations.

Lynn Hollingshead and Robert Barney demonstrated some of the latest models of industrial trucks manufactured by the Clark company.

"The success greeting a meeting of this type," explained Richard Corey, a member of the club's board of control, "really proves that the women in our lives often wonder what excuse we have for being too tired to help around the house when we get home at night."

Mr. Hedstrom introduced special guests, Vine Cooke, former service department chief, and now coordinator for all Battle Creek plant activities; and Andy Pierce, a top supervisor of the Clark Buchanan plant.

GMC's Stewart at Avery

Louisville—The B. F. Avery Foremen's Club was scheduled to start their fall meetings off with a bang on September 15 with a dinner meeting at the Hotel Kentucky. Byron L. Stewart, director of labor relations, Delco-Remy Division of General Motors, at Anderson, Indiana, was slated as principal speaker.

Mr. Stewart has been associated with GMC and the automotive industry for 21 years. As a member of the Corporation's central negotiating staff the past six years, Mr. Stewart has been directly identified with the planning of

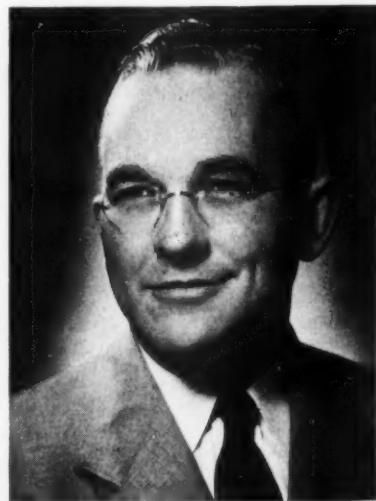
General Motors labor relations policy.

During World War II he served as an industry representative on the War Labor Board, and for a time was a member of the Local Appeals Panel for the War Manpower Commission.

Three new members have been named on the board of control of our organization: Steve Oldham succeeds Chester Snyder; Wilbur Peak replaces Jerome Morris; George Heusel succeeds Ben Pfister. Charles Decker has been appointed program chairman—this being necessitated due to retirement of Ben Pfister.—E. T. Meyer.

Landlord: "I'm afraid I'll have to raise your rent."

Tenant: "I wish you would; I'm sure I can't."



Delco-Remy (GMC) Labor Relations Director Byron Stewart scheduled as speaker to kick off fall programs of B. F. Avery Foremen's Club, Louisville, September 15.

Foreman to president in 12 years

Detroit—Selection of E. V. Rippingille, Jr., to be president and general manager of a new subsidiary, General Motors Diesel, Ltd., has been announced by C. E. Wilson, president of General Motors. General Motors Diesel, Ltd., will begin construction immediately of a new plant at London, Ontario, for the manufacture of Diesel electric locomotives in Canada.

Mr. Rippingille was manager of Plant No. 2 of General Motors Electro-Motive Division, near Chicago, until August 1.

Decision to place the plant in Canada was announced last week. It is being established to provide Canadian railroads with the modern Diesel power which has been in so much demand in recent years among United States railroads.

Mr. Rippingille, who is among the youngest of General Motors operating executives, was born in Brooklyn in 1910. He literally grew up in General Motors. His father, Edward V. Rippingille is at present assistant general manager of the Research Laboratories Division of General Motors and has been employed by GM for 25 years.

When the younger Rippingille finished his education in Detroit, he entered the General Motors Institute at Flint, Mich., where he received training as a mechanical engineer. Since then he has had a wide range of experience covering many phases of manufacturing. After leaving GMI his first connection was with the Cleveland Diesel Engine division of General Motors.

He joined the Electro-Motive division in 1937 as a foreman, later was assistant master mechanic. He became assistant factory manager in 1942 and manager of Plant No. 2 in 1946.

Mr. Rippingille is one of many GM men occupying key positions, who are graduates of General Motors Institute.

Because the above story indicates how truly great a foreman's opportunity can sometimes be, if he prepares himself thoroughly and painstakingly, we reproduced the release which came to the editor's desk exactly as written.
—Editor.

Variety in Convair summer programs

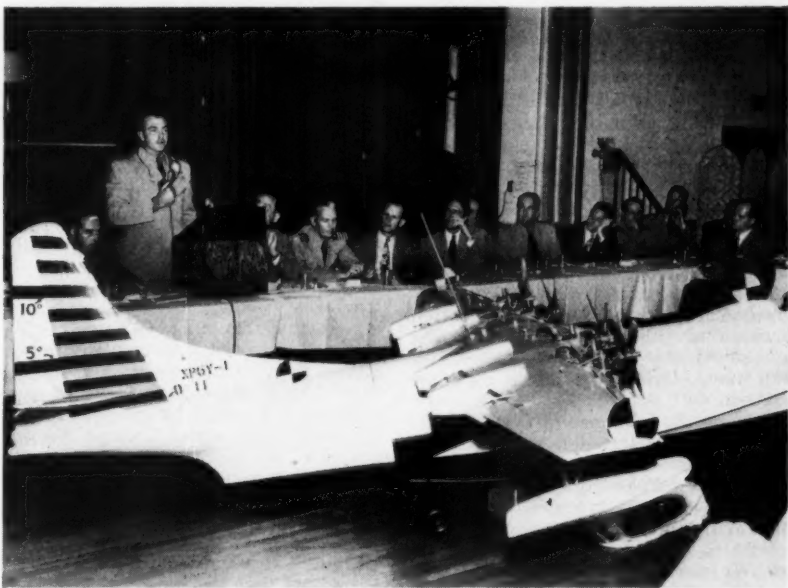
San Diego — Convair Management Club's annual Ladies' Night dinner dance July 23 in the Continental Room of Hotel San Diego attracted more than 75 couples—was termed one of the most successful in the Club's history.

Feature attractions were prize drawings, with household appliances as gifts for women only; a concert by D. Fred Carnes Jr. on the electronic theremin; badminton exhibition by Martin Mendez, U. S. national singles champion, and comedy jitterbugging by Betty Jo and Jack Whittingham.

M. C. Val Dez, master of ceremonies, doubled as an entertainer with slight-



Officers of the Foremen's Club of Columbus, 1949-1950. Seated is Elden H. Davis, president, from Ohio Fuel Gas Co.; others (left to right): Dick McClaine, vice president programs, Buckeye Steel Castings Co.; Robert Knodel, secretary-treasurer, Parker Mattress Co.; and Dewey Parris, vice president for membership, Omar Inc.



NAVAL AIR NIGHT at Convair Management Club (Consolidated-Vultee Aircraft Corp.). Foreground shows flying model XP5Y-1, Super Navy Flying Boat. At speakers table (left to right): J. S. Bryant, club president; Cmdr. W. G. Winslow, U.S.N. Commanding Officer, Fleet Air Service Squadron 1110; Brig. Gen. L. W. Miller, retired, vice president of finance for Convair; Capt. L. K. Rice, U.S.N. Commanding Officer, Naval Air Station, San Diego; A. A. Vernon, past president and master of ceremonies for the evening; Eldon Frye, manager of employee activities; Capt. W. F. Rodee, U.S.N., B.A.R. Representative at Convair; Capt. W. E. Gentner, U.S.N. Staff Commander, Air Force Pacific Fleet; F. E. Hamlin, Convair Public Relations Department; Cmdr. D. B. MacDiarmid, U.S.C.G. Commanding Officer, Coast Guard Air Station, San Diego; Cmdr. F. G. Raysbrook, U.S.N. Executive Officer, Naval Air Station, San Diego; N. W. Bouley, Club vice president; A. T. Seemann, Club Board of Directors.

of-hand feats. Convair Garden Club provided decorations, floral table settings. The dinner dance was sponsored by the Fabrication Departments.

Two hundred club members and guests met August 17 in the House of Hospitality, Balboa Park. Meeting was

sponsored by the Accounting Department and general arrangements were under the direction of Al Varnon, club past president. Theme of the evening was "Naval Air Night."

Displayed was a flying model of the new Super Flying Boat, the XP5Y-1,

now being built at Convair for the United States Navy. Motion pictures covering test flights of the displayed model were projected.

Featured in the Scholarship-Awards raffle was, among other prizes, a live pig.—F. E. Hamlin.



Al Letsinger, vice president, and Tony Hammer, chairman of the Organization Committee, mix it up at Charter Meeting of the new Solar Management Club in San Diego. Many other festivities followed the presentation.

Randall Statement

From Page 7

a socialist or corporative state. The fixing of profits comes next, and then when incentive is killed and production falls, the final step of nationalization follows. Europe came close to starvation because of this tragic sequence, and was saved only by the dynamic quality of a free America. Yet here is the same pattern.

Review the sequence of events. Bargaining was undertaken by this union that turned out to be bargaining in name only. Take Inland Steel Company, for example. It is now quite clear that at no time did the union actually intend to come to an agreement with us. We were but an insignificant part in the working out of the global strategy by which the establishment of this board was to be forced upon the government. The wage demand which was presented to you gentlemen was never brought to your bargaining table. We hear of it first here. It was pensions the union asked of us.

We made an offer on pensions. We were confident that our employees liked that offer, but the global strategy of the union required that it be rejected and that no single company be permitted to make an agreement. So we find ourselves pleading our cause before strangers, men of standing but men who are strangers to our company and to our employees. You have never

seen our plant, and never talked with our men, and it isn't human to expect that in the few brief moments that we shall be before you, you can understand our problems. Collective bargaining has been destroyed. It has been repealed by the President. And if this union strategy works this time, collective bargaining will never come back. The precedent here attempted, reflecting the similar attempt made in 1946, would commit us to boards and government wage-fixing forever.

And no thoughtful person should be deceived by the naive suggestion that your findings are to be recommendations only. The moment your announcement is made every power of the government will be brought to bear to compel both sides to accept your conclusions. If management in a particular steel company feels it must take exception to your findings, an attempt will be made to forget the word "recommendations", and to whip up public opinion to force company acceptance. This I say my company will resist.

I would hold this view with the same deep conviction even if I knew that you would deny each demand of the union, as statesmanship requires you to do. No increase in cost whatever should take place at this time. To increase cost in a falling market is to invite disaster. Rising costs inevitably bring lower volume and unemployment. War pressures are ended, and we are in a rapidly changing market. The battle now is to maintain production, and industry needs lower costs, not higher.

I cannot think but that you gentlemen see this as clearly as I do. But the system that brings you here is wrong, tragically wrong in my opinion. I repeat, that this is a revolution. It is a different America if three men are permitted to substitute their judgment for that of hundreds and thousands of managers of individual businesses all over the country. President Truman recently criticized the bigness of business. But the bigness which he has here created is a bigness so incalculable that it can destroy America. It is a bigness that no three men, gifted though you may be, ought to be asked to assume. It is a bigness that denies every American tradition, and that must be resisted if America is to remain free.

And in my opinion it will be resisted. This is America at the crossroads, and the steel industry cannot stand idly by. This is labor monopoly given its blessing by government and by the same government that cries monopoly at management.

Mr. Murray speaks with complete authority. His is the single voice for all unions in the steel business. He holds the power to suspend steel production in every steel plant in the country, and suspend it too in plants that use the production of that industry. Through political alliance with the government he possesses the power

to induce the President of the United States to take extra-legal action at his request.

Sarcastically in these hearings he scoffed at the fact that the various companies involved had difficulty in acting as a unit. Does he think that we have one single man who can dictate policy to hundreds of separate companies? Has he forgotten that steel plants are privately owned, and that the individual owners are entitled to run their businesses as they think best, and not as a steel czar might dictate? Has he forgotten competition? If so, the Attorney General might well instruct him on the point. He has operated within a labor monopoly for so long that by mental habit he associates the same pattern of monopoly with other institutions. He conceives it natural for the steel industry to form an opposing monopoly as complete and as gigantic as his.

This we will not do. See where it has brought us in these present hearings. The labor monopoly took half of the time of this board. Some sixty-three companies are now before this board. Many of them have asked to be heard on the management side. Yet there has been allotted to them eight days—eight days to be divided between them, the same time given the labor monopoly. Many fine institutions must content themselves with a brief fifteen minutes or half an hour in which to discuss a question on which the whole future of their enterprises may hinge. That is complete madness. No orderly discussion nor fair results can flow from such a process. I repeat—this is the repeal of collective bargaining—this is government wage-fixing, the inevitable consequence of labor monopoly.

In my judgment, the steel industry cannot by its presence here be deemed to consent that this process go on. It must protest to you and to the President, and to the American people, that this is a distortion of our economy. And I submit to you gentlemen that it lies fully within your province to protest likewise. You will hear our doubts as to the propriety of this political proceeding, and you are not the men I think you are if you have not already yourselves entertained similar doubts.

I ask you to be courageous. I ask you to be statesmen. I ask that in your recommendations you not only record our doubts, but that you express your own honest convictions to the effect that the very establishment of this steel fact-finding board is in itself a bad thing for the United States.

It is bad in principle—therefore it would be bad at any time, but today it is dangerous. Our country is now in a recession. Production is in the falling trend in industry after industry. Unemployment has reached its highest point in seven years. You cannot safely pile new uncertainties on an already uncertain situation. You cannot safely discourage investment in private enterprise which, after all, is the source of

all employment, all wages, all profits, all production—the livelihood of the American people.

You will do all of these things if you permit yourselves to be made an instrument through which Mr. Murray's union can impose increased cost on American industry and the American people. This is surely the time for management, for labor, and for government to exercise genuine statesmanship for the common good. It is obviously no time, in the face of the present situation throughout the world, for any interest to pursue a course which could precipitate a grave economic crisis in the United States.

Turnover Costs From Page 9

factorily perform them.

General business conditions have done a lot to cut "job hopping". It also has reduced the number of people who quit jobs to go into business for themselves.

About 45 per cent of our employees are women. So we must always expect some "quits to stay home", pregnancies, care for children, sick families, as well as ordinary withdrawals from the employment market. We do feel that careful selection can keep these at a minimum. Liberal leave and seniority policies can also help over short-time problems of employees, preventing permanent loss of qualified workers.

Discharges caused a large enough turnover to deserve study. In both 1947 and 1948 "absenteeism" was the top reason for discharge, although the total was cut in half the second year. Not a single discharge for absenteeism has been made in the first six months of '49.

Here's what it took:

1. The union contract specifies that excessive absenteeism is cause for disciplinary action.
2. New employee induction stresses importance of good attendance—and of reporting absence.
3. Foremen are given a written notice when an employee calls in an absence.
4. A monthly report is made of each employee who has more than two unexcused absences or times tardy—with the foreman finding out "why".
5. Personnel keeps a Statistical Quality Control Chart on attendance that shows daily percentage of absenteeism.

The next most important reason for discharge was "unsatisfactory work." On this item, 1948 was as bad as 1947. We set our sights higher each year and our follow-up eliminates more during the probationary skill. On occasion we had to hire workers for a department, knowing in advance that most were not up to our standards.

Violation of rules, insubordination and falsification of records covered the very few cases that formed the balance both years. We dislike these cases—

do everything possible to avoid having them.

We do not profess any selection magic. We do use the newspapers, our employees, and the California State Employment Service as recruitment sources. We made marked improvement in the referrals from the latter by giving local office interviewers and placement officers educational plant tours—and by carefully detailing employment policies.

Applications are accepted only when there is a job opening. Even then only when a preliminary interview discloses basic qualification for the job. The employment office screens to meet job requirements. Then it has the best of the group interview the foreman—often out in the shop at the job. In any event, the foreman calls the signal—Personnel is working for him—must satisfy him in selection matters.

In addition to the usual interview and application review, we use a few home made tests to check job knowledge. We want to do even more in pre-employment testing. At the same time feel that our situation does not warrant the expense of a complicated testing program.

Full advantage is taken of the 60 day probationary clause in our collective bargaining agreement. During that time two follow-ups are made—checking quality and quantity of work, attendance, attitude. At the same time the supervisor is reminded of the employee's probationary status. The Industrial Engineering Department developed a learners curve against which trainees production records are plotted. Only those who follow or are better than the curve are retained.

That part of the turnover problem caused by business swings is being met by planning based on sales research, new product research, engineering, production and inventory control. Each in itself a big and important topic, well beyond the scope of this article.

According to the estimates gathered by the Merchants and Manufacturers Survey Analysis, mentioned earlier,



"That reminds me, George—I MUST return your lawn mower."

average industrial turnover in this area costs about \$200 per person. At this rate the combination of things that have reduced turnover, are bringing important savings to our company. We have proved that turnover can be reduced drastically with simple, direct methods.

Talgo Train From Page 11

extending from wheel to wheel, each car is suspended on two stub axles, one on each side of the car—so that the passengers walking through the train are actually between the wheels (Fig. 2). The stub axles are connected by a "U" shaped, non-rotating axle to maintain proper gauge. The suspension is carried up the sides of a car to a point about 40 inches above the top of the rail, or 22 inches above the floor of the car. The center of gravity being approximately at the same height as the points of suspension, the car will not swing out from the top, metronome style. This increases the comfort of the ride, by providing greater resistance to the passengers' own centrifugal force. Super-elevation on curves will still be a desirable road-bed feature, but with an all-Talgo installation it can be reduced, thereby decreasing the detrimental effect on slower trains.

The Talgo design uses less material in construction, especially in the undercarriage, and as a result the use of aluminum alloys has been extended far beyond any previous railroad installation. The weight of five units, which together approximate the capacity of a standard railway car, is less than one-fourth of present railroad equipment. Such a weight-saving results in one of the more important of the Talgo economies: reduction in the size of motive power. Initial cost savings in locomotion are now possible, and the resultant fuel economy can have a salutary effect on railway earnings. Another advantage lies in the use of separate equipment units, resulting in the removal of all machinery and accessories from underneath the cars.

The Talgo locomotive has an adjusted height of about 12 feet as compared to a standard diesel-electric locomotive in use today which tops 14 feet above the rails. This one-seventh reduction in height means a proportionate reduction in area of its cross section—resulting in a 14 per cent lessened wind resistance, an important factor at speeds of 60 m.p.h. Above that speed, wind resistance increases in proportion to the square of the speed and this is where the standard diesel-electric locomotive is weakest—in the high-speed range. Therefore, the Talgo locomotive not only is capable of accelerating its train faster due to decreased inertia, but it can reach a higher speed faster, and maintain it more easily.

Uncoupling the Talgo units from one

another is done by lowering a support—very much like a truck trailer. These supports have small wheels for maneuvering a unit, but under ordinary operation are folded up under the floor.

An unusual departure in railway car construction is the use of combination side posts and carlines, to form the unit's cross-section. There is no break at the eaves as the hydraulically pressed sections form one piece from side sill to the center line of the roof. The channel section side plates hold the side posts in position. For tying in the skin metal at the joints, belt and drip extrusions (at the bottom of the window and at the eave line respectively) are provided, between which are flat sheet aluminum. The roof is made of beaded aluminum alloy sheets.

The unit ends are of Plymetl where partitions are required—otherwise they are open in order to form a continuous coach. The two diaphragms which are applied between all units provide a smooth exterior and interior, of course, but are principally for weather protection. Diaphragms are closed by use of specially designed zippers with sealing lips which will hold through all degrees of tension, pressure-proof the closure, and form a dead air space for insulation.

The stub axles are not affixed directly to the ACF-Talgo units. They are secured to the ends of vertical struts, two per unit, which connect the end of the stub axle at the lower end with the body proper at the upper end. The body is supported at approximately the level of the center of gravity. Helical springing, hydraulic snubbers and rubber provide the necessary isolation from track noises and irregularities.

The springs and struts are enclosed in wells in each unit.

The design of ACF's demonstration Talgo resulted from the plans for the trains which will be used in revenue service in Spain. The interiors can be changed to suit the service intended. The basic unit is 20 feet 2 inches long, for instance, but the Talgo principle can operate in units up to 50 per cent greater length. Units can be designed for kitchens, dining rooms, roomettes, other accommodations. For suburban service coach seats can be brought closer together. The 16 seats per unit can easily be increased to 20 or 24.

ACF built this train to demonstrate the feasibility of the Talgo design for American as well as foreign application with no thought of indicating this train as the only possible interior arrangement. With the Talgo now an operating reality it presents a challenge that eventually may revolutionize the entire passenger-carrying field.

I would rather sit on a pumpkin and have it all to myself than to be crowded on a velvet cushion.—H. D. Thoreau.



Link-Belt Management Club's retiring president Elmer Faye bestows gavel upon his successor Frederick Reid during summer meeting in Philadelphia. Below: Among those attending meeting was Company's Plant General Manager Richard B. Holmes, (third from left) a familiar figure at NAF's 1948 Philadelphia Convention.

Progressive Education

From Page 13

it seems, to plan educational experience around individual ability, with the ideal result the progress of each person toward the constructive use of his worthwhile abilities. Good teaching and good educational experience have always attempted to do just this. The present wide-spread movement to make this the chief goal is called Progressive Education. In theory it is establishing school experience best suited to each individual present, based on measurement and appraisal, counseling and curriculum development. It conceives of education as guidance. It utilizes natural interests and enthusiasms to motivate learning. It stresses active rather than passive participation. As one proponent has stated, learning is doing. It strives to give real meaning. Hence the so-called "projects", wherein fundamental skills are perhaps less artificial and abstract as part of a study of the Missions in California, or of transportation, or of a store. It stresses individualized instructions, with learning "contracts" in some instances, with graded assignments in others,—so much for satisfactory minimum, so much more for a bid for excellent. It makes activities like clubs, bands or orchestra, student affairs, field trips, and the like, part of the curriculum rather than attendant side-shows after hours.

In practice, especially with the present crowded classes, and generally strained facilities, compromises with strictly individualized instruction and learning programs are required. Hence, flexible ability groupings tend to be established, based on measurement and appraisal records. Segregation, with all its attendant hazards, is attempted to

place together those with the like abilities and progress for group handling. Flexibility and reappraisal are of paramount importance in order to keep the goal of best individual development ever dominant.

Naturally, reports of progress in school follow a different pattern from that with which most of us and our parents have been familiar. A comment on attitude may be more fundamental than a "D" in arithmetic. A recommendation with regard to health, if carried out, may be more constructive than an "F" in physical education. Check marks of satisfactory in each of a score of appraisal categories may reflect more well-rounded development than "A's" at any price in four or five specific subjects.

Naturally, too, the school and the parents are brought together more often and intimately through P. T. A. groups, counseling activities, open-house programs and the like. Common understanding shared by parents, teachers and students may well center on development rather than discipline, on continuity rather than crises. Contacts between home and school are not limited to showdowns and critical problems. Full cooperation of home and school is to be desired, as education and experience are not confined to either exclusively, but rather result largely from activities directed by the two in combination.

In summary then, Progressive Education is the modern name for effective education in any era. It attempts to assess repeatedly and to record the material available in each individual, to develop a blueprint of potential results—subject to A. C. A. changes—and to schedule productive activity to the end that sales possibilities for the individual are met at the right time, in the right amount for constructive opportunity. Progressive Education approaches optimum individual development in school through the anterior extremity, with repeated interesting applications about which the individual can do something, rather than through repeated applications on the posterior extremity about which the individual can do very little—however inclined. The teacher is the guide

Analyses of the following other subjects have been presented to the Convair Club membership by its Community and Civic Committee:

1. The serious problem confronting the community because of over crowded schools.
2. Expansion of athletic activity. Provisions for more playgrounds and upkeep of existing ones. Need for additional playground equipment, gymnasiums, showers.
3. It was pointed out that every club member has a direct or indirect interest in the youth of the community—recommended that members participate in and support P.T.A. programs.
4. The selection of speakers to present both sides of controversial issues before local elections.
5. Consideration given to water development and housing programs which are of primary importance to the community.

We commend this Committee upon its alertness to the needs and problems of the community in which it operates.

—Editor

Industry... At Work

SMALL MACHINE VISE—A newly designed small swivel vise for holding work on shapers, milling machines, drill presses and other machine tools has been announced by the South Bend Lathe Works. The vise jaws have replaceable hardened steel inserts 4" wide and 1" deep. Maximum jaw opening is 4". The base has two open slots spaced 7½" apart for bolting vise to machine table. The vise swivels on the base and has 180° of graduations, reading from 0 to 90° right or left. Positive swivel locking is provided by two socket head screws and plug binders. A wrench is included for operating the vise.

For additional information and prices write to the South Bend Lathe Works, 271 E. Madison Street, South Bend 22, Indiana.

Detroit—Appointment of Richard C. Gerstenberg as assistant comptroller of General Motors was announced September 14.

Mr. Gerstenberg was born in Little Falls, New York. Graduate of University of Michigan, he joined GMC in 1932 as a timekeeper in Frigidaire Division, Dayton. Mr. Gerstenberg was employed as a cost accountant there until 1934 and by Fisher Body Division until 1936 when he was transferred to the Cost Section of the Central Office Comptroller's Staff in Detroit. He has been associated with the comptroller's staff since that time and has been director of the Operations Analysis Section, comptroller's staff since 1947.

The fourth Midwest Quality Control Conference is to be held at St. Louis, Mo., Jefferson Hotel, on November 10 and 11. Conference will offer a program similar to previous Midwest conferences—will consist of a series of clinical sessions, two luncheon meetings and a training program. It will present some of the latest developments in the field for an unusually diversified group of industries.

This Conference has been planned to acquaint representatives of industry with some of the methods of modern Quality Control. Every division of industry—management, engineering, production, inspection, and supervision—is anxious to cut expenses and still offer a quality product.

A metal casting process which simultaneously casts, molds, forges and coins a product to the finished state and eliminates 60 to 70 per cent of the machining operations normally re-

quired on a casting application, was announced today by Budds Aero Castings, Inc., Canaan, Conn. The same process achieves an improvement in tensile and yield strength of 10 to 40 per cent, it is claimed.

A secret process, known as the "Bacco" process, certain features of which are covered by pending application for patent, has already been successfully applied in the manufacture of products for Army Ordnance, Navy Ordnance, Grumann Aircraft Corp., F. L. Jacobs Company, Bristol Company, and Fairchild Engine & Aircraft Corp. (Pilotless Aircraft Division, Stratos Division).

The "Bacco" process, according to Harold Budds, president of the company, is applicable to the forming of all metals, including aluminum, steel, brass, bronze and copper.

The first "Plant Maintenance Show" will be held in Cleveland January 16-19—will include conferences on plant maintenance methods. Maintenance is a major cost factor in highly mechanized plants.

Said to be the first and only plastic sponges on the market were recently announced by the Barco Chemical Products Company, Chicago—claimed to have all the advantages, none of the disadvantages of other sponges: resistant to mild acids, alkalies, soaps; can be boiled; wipe dry like a chamois.

"Facts About Fire" is a most interesting and informative digest-booklet (1949 edition) issued recently by Fire Protection Institute which reports industrial and mercantile fire brigades are increasing throughout America. Foremen can make good use of a copy—write the Institute at 670 Fifth Avenue, New York 19, N. Y.

Accurate Perforating Company's (Chicago) new catalog describes, illustrates over 100 types of industrial and ornamental perforating—gives engineering information on how to specify perforating for metal, paper, cardboard, masonite, plastic products.

Development of a new alloy steel capable of fulfilling extraordinary engineering requirements of sub-zero temperatures as low as -423 degrees Fahrenheit has been announced by Leb-

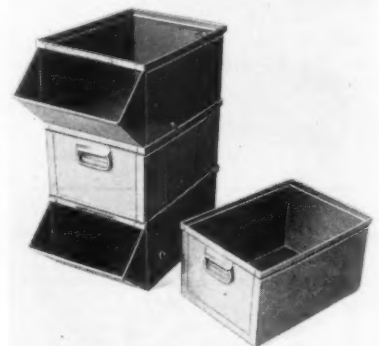
anon Steel Foundry, Lebanon, Pa.—wide application in many oil, chemical, and other fields.

"The Spark of Genius" is the title of new booklet commemorating 40th Anniversary of Dayton Engineering Laboratories Company, now Delco Division, GMC. Well illustrated and covering the Delco story which Charles F. Kettering's genius made possible. Copies (while supply lasts) are available to executives interested in employees and public relations. Address W. K. West, P. R. director, Delco Products Div., Dayton, Ohio.

"Everything in Safety", E. D. Bullard Company's 1949-50 catalog of personal protective equipment and industrial safety devices is out. Request on company letterhead—address 275 Eighth St., San Francisco 3, Calif.

A new metric thread dial for cutting metric threads is announced by South Bend Lathe Works, South Bend, Ind.—said to be first ever offered here or abroad.

Warehouse stocks and direct mill representations (inc. all types, gauges, sizes of sheet and strip steel, both standard and special) is announced for the new Gordon Steel Company, Chicago. Bernhard Gordon (formerly with Caine Steel) is organizer.



STACKBIN TOTE BOXES—Individually useful or interchangeable with hopper front Stackbins are these straight-sided Stackbin Tote Boxes. Designed for multiple use—protective yet easily accessible storage of parts and handy transport between processing points. Stacking rims allow rigid nesting on floor or bench. Construction: welded steel with drop handles. Available in seven standard sizes from 3½" wide, 6" long and 3¼" high to 15" wide, 24" long and 11" high. Special sizes to order from Stackbin Corporation, 1145 Main Street, Pawtucket, R. I.

An era of prosperity is one where people go into debt for things they don't need.

The lightning bug is brilliant
But it hasn't any mind
It wanders thru the darkness
With its headlight on behind.

When the nurse told the anxious new father that his wife had just presented him with triplets, he exclaimed, "Well, as I live and breed!"

Victims of an accident in Aberdeen were still lying about the road. Along came a native and said to a man lying on his back: "Has the insurance man been around yet?"

"No," was the reply.
"Ah, weel, I'll just lie doon aside ye," said the Aberdonian.—*Pure Oil News.*

A fox is a fellow who gets what a wolf went after.

A vacation is a series of 2's. It consists of 2 weeks, which are 2 short. Afterwards, you are 2 tired 2 return 2 work and 2 broke not 2.

—*Brake Shoe News.*

"If a nation values anything more than freedom, it will lose its freedom; and the irony of it is that if it is comfort or money that it values more, it will lose that too."—*Somerset Maugham.*



"Fifty cents increase on his weekly allowance isn't all . . . it's retroactive as of January first."

There is often as much independence in not being led as in not being driven.—*Tryon Edwards.*

One angry skunk to another:
"So do you!"

Officer: "Say, soldier, what's the idea of wearin' that barrel—are you a poker player?"

Soldier: "No, but I just spent a couple of hours with two guys who are."

A farmer's barn burned down and the agent for the insurance company, explaining the policy that covered the structure, told him that his firm would build another barn of similar size instead of paying the claim in cash. The farmer was furious. "If that's the way your company does business," he exploded, "You can just cancel the insurance on my wife!"

"Hey," cried Satan to a new arrival, "you act as if you owned the place."

"I do," came the answer, "my wife gave it to me before I came."

"Dad, what is influence?"

"Influence, my son, is a thing you think you have until you try to use it."

Proud parent on meeting the new first grade teacher: "I am very happy to know you, Miss Smith. I am the father of the twins you are going to have next September."

The rung of a ladder was never meant to rest upon, but only to hold a man's foot long enough to enable him to put the other somewhat higher.—*Brake Shoe News.*

He: "I'm keeping a record of all the good times we've had together."

She: "Oh, a diary!"

He: "No stubs in a checkbook."—*Briggs Assembler.*

1899--1949



*Car Builders to America's Railroads
for over 50 Years*



American Car and Foundry Company



POP'S School of Filing



WHY YOU--
*!!??★!
WHAT TH--
-?★!!
D--!!

POP SENT
"DAFFY" DILLY TO
THE TOOL ROOM
FOR A SUPER-SHEAR--
-- LOOK WHAT
HE BRUNG!

VESTIDDY HE
WAS GONE AN HOUR
HUNTIN' A LEFT-
HANDED MONKEY-
WRENCH!

BET THE LI'L
SUCKER WAS
WEANED ON A
PICKLE-- A
DILLY! GET IT?

Daffy's error may be excusable, because to many shop workers, foremen, production and purchasing heads the patented Nicholson Super-Shear® File is still "news"—even though it already has had several years of popular usage in various industries.

*Reg.
U. S. Pat. Off.

The Super-Shear is a rather remarkable and versatile file—different from the standard curved-tooth file in that—

- (a) Its teeth are in an "off-center" arc that varies their angles and spacing to provide both fast cutting and smooth finishing in one operation;
- (b) The "rake" of its milled, "razor-sharp" teeth is at an

angle that produces virtually a "shaving" or shearing action;

- (c) Its longitudinal serrations help to break up the chips ("shavings") for sliding them out along the gullets without clogging.

Put the Super-Shear to work on aluminum, brass, bronze, babbitt, magnesium, plastics, cast iron, cold-rolled steel—or even annealed tool and die steels—and note the results. Fast? Very! Finish? Smooth as a jack plane's finish on wood! Production costs? Definitely lower on the kind of filing jobs it's made for. Try a batch. Consult your industrial distributor.

NEW EDITION OF "FILE PHILOSOPHY," on kinds, use and care of files, available to industrial executives, purchasing and production heads, key mechanics. Send for it. **FREE.**



NICHOLSON FILE CO. • 72 ACORN STREET • PROVIDENCE 1, RHODE ISLAND

(In Canada, Port Hope, Ont.)



NICHOLSON FILES FOR EVERY PURPOSE

g
s
-
.
l
k
r
.

f
d